



ANNUAL GENERAL MEETING

Wednesday, October 20, 2021, 3 pm EDT

*This year's AGM will be conducted via **Zoom***

AGENDA

1. Minutes from the Previous Annual General Meeting, September 15, 2020
2. President's Report
3. Treasurer's Report
4. Nominating Committee Report
5. Membership Report
6. Programming Report
7. Administration Report
8. ACCA Strategic Plan 2021- 2026
9. Other Business
10. Adjournment

ASSEMBLÉE GÉNÉRALE ANNUELLE DE L'ACCA

Mercredi 20 octobre | 15 h HAE

Cette année, l'AGA se déroulera via **Zoom** .

AGENDA

1. Procès-verbal de l'assemblée générale annuelle précédente, le 15 septembre 2020.
2. Rapport du président
3. Rapport du trésorier
4. Rapport du Comité des Nominations
5. Rapport du Comité d'adhésion
6. Rapport du Comité d'programmation
7. Rapport de l'administration
8. Plan stratégique de l'ACCA 2021- 2026
9. Autres affaires
10. Ajournement

Arts Consultants Canada/Consultants canadien en arts
Minutes of the Annual General Meeting
Tuesday, September 15, 2020
Meeting held online

In attendance:

Board of Directors

Sandra Thomson, President

Jerry Smith, Past President

Eric Dubeau, Vice President

Andrew Martin, Treasurer

Victoria Steele, Secretary

Leslie Thompson, Membership Chair

Members

Linda Barnett

Erika Beatty

Don Bourgeois

Debra Chandler

Diane Davy

Oksana Dexter

Jenny Ginder

Ken Neufeld

Cate Proctor

Lindy Sisson

Lucy White

Guests

Carrie Chisholm

Janice Dowson

Vicky Chainey Gagnon

Jewell Goodwyn

Patricia McKinna

Christine Sadler

Victoria Stasiuk

Call to Order

Having reached quorum, Sandra Thomson called the meeting to order at 3:06 pm Eastern.

Approval of the Agenda

Moved by Sandra, seconded Diane Davy. Carried

Approval of Minutes

Moved by Jerry Smith and seconded by Debra Chandler that the Minutes of October 8, 2019 be approved. Carried.

President's Report

Sandra noted that a full written report in the AGM package will also be distributed with the minutes. She briefly outlined some of the significant milestones that were achieved this year:

- A new new pro bono policy was approved

- Let's Talk About It meetings were held in response to the COVID-19 pandemic
- Funding applications were made to the McConnell Foundation (unsuccessful) and the Canada Council for the Arts (pending) to continue ACCA's response efforts
- A Book Club was launched
- Two professional development webinars – Non-Profit Life Cycle and Insurance for Consultants were offered

Finally, Sandra thanked all the Board Members and committee members who had worked so hard throughout the year.

Moved by Sandra and seconded by Lindy Sisson that the President's Report be approved. Carried.

Treasurer's Report

Andrew Martin outlined some of the challenges of the organization's operating budget. He complimented the administrative efforts made to reduce costs and also the follow up on membership renewals. The membership fees are the only revenue stream of the association. He concluded that the association may carry a small deficit through this year.

Moved by Andrew and seconded by Diane that the 2019-20 Balance Sheet and Income Statements be approved. Carried.

Nominating Committee Report

Sandra presented the Committee's recommended slate for the Board of Directors. The slate was as follows: Victoria Steele, President; Cate Proctor, Vice President, Andrew Martin, Treasurer; Jane Needles, Programming Chair; Linda Barnett, Communications Chair; and Leslie Thompson, Membership Committee Chair.

Cate Proctor, Linda Barnett and Jane Needles have accepted nomination to the Board to begin a first term. The position of Secretary is vacant and will be filled by appointment by the Board as soon as possible.

The Chair requested nominations from the floor, three times and there being no further nominations, the new Board members were approved by acclamation.

Membership Committee Report

Leslie Thompson noted that her full report was included in the AGM package. She highlighted the key points of the report and thanked the volunteer members of the committee who screened and interviewed new members and Lucy White for her efforts managing the challenges of the technology.

Moved by Leslie Thompson and seconded by Linda Barnett that the Membership Committee Report be approved. Carried.

Membership Administration Report

Lucy White noted that the written report as included in the AGM package. She highlighted the services offered to the membership last year:

- Four newsletters were distributed
- Distributing RFPs
- Managing the Facebook and LinkedIn social media channels
- Managing the website with preliminary plans underway replace it next year

Other Business

Sandra introduced incoming President Victoria Steele. Victoria thanked the past members of the Board for their work. She also outlined some of the work she sees the ACCA Board addressing this year: increasing membership by addressing francophone issues and reaching out to provide opportunities for a wider circle of diversity; creating a new Strategic Plan in the light of COVID-19, and should the grant to the Canada Council be approved, move to provide consulting services to underserved arts organizations.

There being no further business, Jane Needles moved to adjourn the 2020 AGM.

Arts Consultants Canada / Consultants canadiens en arts

PRESIDENT'S REPORT

14TH ANNUAL GENERAL MEETING – WEDNESDAY, OCTOBER 20, 2021

Thank you for the opportunity for this first year serving as your President. I wish to thank Sandra Thomson, who served as Past President in support of the new board and as Chair of the Nominations Committee. Thank you to those members who volunteered dedicated service on the Board: Andrew Martin, Cate Proctor, Jane Needles, Leslie Thompson, and Linda Barnett. Special thanks to Cate, Leslie, and Linda, whose service on the board concludes at this AGM; we are pleased that they will remain as active members.

- 2020–21 was certainly an interesting year for all of us as we adapted to the COVID-19 pandemic. ACCA was successful in maintaining operations, increasing its membership and national reach, and keeping administrative services functioning on a very limited budget thanks in part to the use of online platforms GoToMeeting and Zoom. We extend a special thanks to those members who made donations to ACCA above their membership fee.
- **Administration**
This year we saw a transition in our part-time administrative support service as well as our bookkeeping service. Lucy White Consulting concluded several years of valued service as Administrator and facilitated the transition to Jennifer Murray Consulting. We thank both of these ACCA members for their essential service, which includes distributing RFPs and newsletters to members, promoting ACCA events, and maintaining the website, database, social media, membership, and meeting records.
- **Strategic Plan**
A major focus of this past year was the development of a new strategic plan for 2021–26. This work included a comprehensive diagnosis phase including consultations with members, former members, and key stakeholders on ACCA's value proposition now and into the future. It was very reassuring to hear significant positive feedback along with valuable recommendations. We are sharing the results of this work with you at the AGM and look forward to seeing the new board, committees, and task forces put the plan into action. We thank the following members who served on the planning committee or facilitated sessions: Jenny Ginder, Jewell Goodwyn, Jane Needles, Lucy White, Lindy Sisson, and Peter Lyman.
- **Programming and Professional Development**
To support ACCA members in addressing the challenges we and our clients are facing during the pandemic and beyond, the Programming Committee organized regular themed events. In addition to professional development offerings, these included ACCA Socials (a new initiative) and a continuation of the Book Club led by Leslie Thompson. In December, we

held an ACCA member exclusive conversation with senior managers from the Canada Council for the Arts, moderated by member Lindy Sisson (BC). ACCA members Roger Gaudet (Ottawa) and Jeanne LeSage (Toronto) spoke about what they have heard as sector needs to address pandemic impacts and beyond. Jeanne also presented a summary of results from the 2020 LEAN pandemic support initiative. In March, ACCA hosted an open forum on *Key Drivers of Change in the Evolving Arts Ecosystem*. Member Annalee Adair (Gananoque) moderated the discussion and presentations were given by members Kelly Hill (Hill Strategies, Hamilton) and Jane Needles (CHRC Cross-Sector Recovery Roundtables, Montreal) as well as special guest Valerie Sing Turner, Artistic Producer of Visceral Visions Society and Creative Director of CultureBrew.Art (Vancouver). We thank the programming committee members for their work: Jane Needles, Erika Beatty, Lindy Sisson, and Leslie Thompson.

- Membership

ACCA has seen an important increase in the number of members over the past year, now sitting at 53 talented consultants! We thank the Membership Review Committee for their wisdom: Roger Gaudet, Jenny Ginder, Lynn Werker, and chair Leslie Thompson.

- Marketing and Communications

This committee undertook a complete audit of ACCA's needs and tools this past year and developed a draft plan for implementation this coming year. Input for much of this was obtained through the membership survey and we thank the membership for their high level of response. The committee also took on content for newsletters and a review of the website. To ensure more French content, two of ACCA's Francophone members have now volunteered to assist with translation (Roger Gaudet and Éric Dubeau). This committee will have new membership in the coming year, and we wish to thank committee members Linda Barnett and Cate Proctor for their hard work and talent.

- Funding

ACCA continued to pursue project funding opportunities where possible. An application was submitted to the Canada Council Supporting Artistic Practice Program for the Team Consulting for underserved arts organizations project. While recommended but unsuccessful, we have been encouraged to apply again and will do so for the upcoming November 9th deadline. Thank you to the team who worked on this application (Roger, Cate, Lucy, and Leslie) and the partnership of CHRC (Cultural Human Resources Council). We are pleased to be able to hire a University of Toronto arts administration student from November 2021 to March 2022 this year thanks to funding from the CHRC Student Work Placement program. I wish to thank Sandra Thomson for offering to oversee the student's work.

In the coming year the ACCA board, committee members and individual arts consultants will begin to implement the new strategic plan. This will raise the profile of our association in the sector and provide networking and professional development opportunities to our expanding membership. If there is one thing I've learned over this past year, it is that our greatest asset is our talented membership—professionals who are dedicated to the vibrancy and sustainability of Canada's arts and culture sector.

Victoria Steele, ACCA President

Arts Consultants Canada / Consultants canadiens en arts

RAPPORT DE LA PRÉSIDENTE

14^e Assemblée générale annuelle – Mercredi 20 octobre 2021

Je vous remercie de m'avoir donné l'occasion de servir à titre de présidente pour cette première année. Je tiens à remercier Sandra Thomson qui, en tant que présidente sortante, a soutenu le nouveau conseil d'administration et présidé le comité des nominations. Merci aux membres qui se sont portés volontaires pour siéger avec dévouement au conseil :

Andrew Martin, Cate Proctor, Jane Needles, Leslie Thompson et Linda Barnett. Je tiens à remercier tout particulièrement Cate, Leslie et Linda dont le mandat au sein du conseil prend fin à l'issue de cette AGA; nous sommes heureux qu'elles restent des membres actifs.

- L'année 2020-2021 a certainement été une année intéressante pour nous tous qui nous sommes adaptés à la pandémie de COVID-19. L'ACCA a réussi à maintenir ses opérations, à augmenter le nombre de ses membres et sa portée nationale, et à maintenir le fonctionnement des services administratifs avec un budget très limité, grâce en partie à l'utilisation des plateformes en ligne GoToMeeting et Zoom. Nous remercions tout particulièrement les membres qui ont fait des dons à l'ACCA en plus de leur cotisation.
- Administration
Cette année, nous avons assisté à une transition dans notre service de soutien administratif à temps partiel ainsi que dans notre service de comptabilité. Lucy White Consulting s'est retirée après plusieurs années de précieux services en tant qu'administratrice et a facilité la transition vers Jennifer Murray Consulting. Nous remercions ces deux membres de l'ACCA pour leur service essentiel qui assure la distribution des DP et des bulletins d'information aux membres, la promotion des événements de l'ACCA, et la maintenance du site Web, de la base de données, des médias sociaux, et des dossiers des membres et des réunions.
- Plan stratégique
L'élaboration d'un nouveau plan stratégique pour 2021–2026 a été l'un des principaux objectifs de l'année écoulée. Ce travail a comporté une phase de diagnostic complet, y compris des consultations avec les membres, les anciens membres et les principales parties prenantes sur la proposition de valeur de l'ACCA maintenant et à l'avenir. Il a été très rassurant d'entendre d'importants commentaires positifs ainsi que de précieuses recommandations. Nous partagerons les résultats de ce travail avec vous lors de l'AGA et nous avons hâte de voir le nouveau conseil d'administration, les comités et les groupes de travail les mettre en œuvre. Nous remercions les membres suivants qui ont fait partie du comité de planification ou qui ont animé des sessions : Jenny Ginder, Jewell Goodwyn, Jane Needles, Lucy White, Lindy Sisson et Peter Lyman.

- **Programmation et développement professionnel**

Le comité de programmation avait pour objectif d'aider les membres de l'ACCA à relever les défis auxquels nous et nos clients sont confrontés pendant la pandémie et au-delà, grâce à des événements thématiques réguliers. En plus des offres de perfectionnement professionnel, le comité a introduit les nouvelles activités sociales de l'ACCA et a poursuivi le club de lecture dirigé par Leslie Thompson. En décembre, nous avons présenté une conversation exclusive aux membres de l'ACCA avec la haute direction du Conseil des arts du Canada, animée par le membre Lindy Sisson (C.-B.). Les membres de l'ACCA Roger Gaudet (Ottawa) et Jeanne LeSage (Toronto) ont parlé de ce qu'ils ont entendu comme besoins du secteur pour faire face aux impacts de la pandémie et au-delà. Jeanne a également présenté un résumé des résultats de l'initiative de soutien à la pandémie 2020 LEAN. En mars, un forum ouvert a été organisé sur les principaux moteurs de changement dans l'écosystème artistique en évolution. La membre Annalee Adair (Gananoque) a animé la discussion et des présentations ont été faites par les membres Kelly Hill (Hill Strategies, Hamilton) et Jane Needles (Tables rondes intersectorielles sur le rétablissement, CRHSC, Montréal) ainsi que par l'invitée spéciale Valerie Sing Turner, productrice artistique de la Visceral Visions Society et directrice créative de CultureBrew.Art (Vancouver). Nous remercions les membres du comité de programmation pour leur travail : Jane Needles, Erika Beatty, Lindy Sisson et Leslie Thompson.
- **Adhésion**

L'ACCA a connu une augmentation importante du nombre de ses membres au cours de l'année dernière, qui s'élève maintenant à 53 consultants talentueux! Nous remercions le comité d'examen des adhésions pour sa sagesse : Roger Gaudet, Jenny Ginder, Lynn Werker et la présidente Leslie Thompson.
- **Marketing et communications**

Ce comité a entrepris un audit complet des besoins et des outils de l'ACCA au cours de l'année écoulée et a élaboré un projet de plan de mise en œuvre pour l'année à venir. Le sondage mené auprès des membres a permis de recueillir une grande partie de ces informations et nous remercions les membres pour leur haut niveau de réponse. Le comité s'est également occupé du contenu des bulletins d'information et de l'examen du site Web. Pour assurer un meilleur équilibre linguistique, deux membres francophones de l'ACCA (Roger Gaudet et Éric Dubeau) ont offert bénévolement leurs services pour aider à la traduction. Ce comité comptera de nouveaux membres au cours de l'année à venir, et nous tenons à remercier les membres du comité, Linda Barnett et Cate Proctor, pour leur travail acharné et leur talent.
- **Financement**

L'ACCA a continué à rechercher des possibilités de financement de projets dans la mesure du possible. Une demande a été soumise au programme de soutien à la pratique artistique du Conseil des arts du Canada pour le projet *Team Consulting for under-served arts organizations*. Bien que notre demande n'ait pas été acceptée, nous avons été encouragés à présenter une nouvelle demande et nous le ferons pour la prochaine date limite du 9 novembre. Merci à l'équipe qui a travaillé sur cette demande (Roger, Cate, Lucy et Leslie) et au partenariat du CRHSC (Conseil des ressources humaines du secteur culturel). Nous sommes heureux de pouvoir engager un étudiant en administration des arts de l'Université de Toronto de novembre 2021 à mars 2022 grâce au financement du programme de placement des étudiants du CRHSC. Je tiens à remercier Sandra Thomson qui a proposé de superviser le travail de cet étudiant.

Au cours de l'année à venir, le conseil d'administration de l'ACCA, les membres des comités et les consultants artistiques individuels commenceront à mettre en œuvre le nouveau plan stratégique. Cela permettra de rehausser le profil de notre association dans le secteur et d'offrir des possibilités de réseautage et de perfectionnement professionnel à nos membres dont le nombre est en pleine croissance. S'il y a une chose que j'ai apprise au cours de la dernière année, c'est que notre plus grand atout est le talent de nos membres – des professionnels qui se consacrent au dynamisme et à la durabilité du secteur des arts et de la culture au Canada.

Victoria Steele, présidente de l'ACCA

AGM 2021: TREASURER'S REPORT

ACCA ended the 2020/2021 year with cash at the bank broadly equal to a month's operating costs. The balance sheet shows negative equity because deferred membership dues exceed assets. Barring a winding-up of the association this isn't a concern, but it does underscore the precarious financial position that arises from the current level of membership (and no other revenue sources) such that income at best covers expenses.

Last year, it didn't. We were close on dues (3 under budget) but a transition to a new administrator and new bookkeeper resulted in expenses higher than budgeted, and we ended with a deficit close to \$1,300

For the 2021/2022 year the revenue expectations (dues, donations) are cautious, and expenses are scaled to current spending levels. This should result in breakeven by May 2022.

The goal is to increase memberships, and the strategic plan is key to that objective, although there are obviously program spending commitments that may be entailed but which (as the budget was prepared several months ago) factored into the estimates.

An ongoing concern is cashflow, which can be precarious. So far, though, it's been possible to pay bills as they fall due.

On the theme of paying bills – this is done by issuing cheques. With the need for two signatures, this is inconvenient. We are discussing with the TD Bank a move to online banking. This isn't straightforward but we hope to have it in place early November.

Andrew Martin
October 15, 2021

ACCA

Profit and Loss

June 2020 - May 2021

	TOTAL
INCOME	
4000 Revenue	
4010 Membership Dues	6,955.06
4040 Donation (non-receiptable)	994.78
Total 4000 Revenue	7,949.84
Total Income	\$7,949.84
GROSS PROFIT	
	\$7,949.84
EXPENSES	
5000 Expense	
5100 Administrative Fees	
5105 Staff Time Related to Admin & M	5,810.00
5110 Bookkeeping	2,291.87
Total 5100 Administrative Fees	8,101.87
5200 Administrative Expenses	
5201 Website Hosting	374.59
5204 Bank Service Charges/Paypal	14.85
Bank charges	54.91
E-Payment Charge	301.29
Total 5204 Bank Service Charges/Paypal	371.05
5205 Communications	257.64
5206 Dues. fees and licenses	12.00
5208 Office Expenses	97.04
Total 5200 Administrative Expenses	1,112.32
Total 5000 Expense	9,214.19
Total Expenses	\$9,214.19
PROFIT	\$ -1,264.35

ACCA

Balance Sheet As of May 31, 2021

	TOTAL
Assets	
Current Assets	
Cash and Cash Equivalent	
1010 TD Business Canadian-0512-52377	876.24
1020 TD Canada Trust 0588-5240385	0.00
1030 Pay Pal Account - CAD	0.00
1040 Stripe Account	0.00
1050 Plooto Clearing	0.00
1400 Undeposited Funds	0.00
Total Cash and Cash Equivalent	\$876.24
Accounts Receivable (A/R)	
1200 Accounts Receivable	0.00
Total Accounts Receivable (A/R)	\$0.00
1300 Prepaid Expenses	
	0.00
Total Current Assets	\$876.24
Total Assets	\$876.24
Liabilities and Equity	
Liabilities	
Current Liabilities	
Accounts Payable (A/P)	
2000 Accounts Payable	0.00
Total Accounts Payable (A/P)	\$0.00
2050 Accrued Liability	
	0.00
2150 HST Payable	
2051 HST Collected on Sales	76.70
HST Collected on Sales	-126.10
Total 2051 HST Collected on Sales	-49.40
2152 HST Paid on Purchases	
	0.00
Total 2150 HST Payable	-49.40
2200 Deferred membership dues	
	3,395.34
2300 Deferred Program Fees	
	0.00
Receiver General Suspense	
	0.00
Total Current Liabilities	\$3,345.94
Total Liabilities	\$3,345.94
Equity	
3000 Opening Bal Equity	
	0.00
Restricted funds	
	0.00
Retained Earnings	
	-1,205.35
Profit for the year	
	-1,264.35
Total Equity	\$ -2,469.70
Total Liabilities and Equity	\$876.24

Membership Committee Report

I would like to begin by thanking the awesome volunteer members of our committee - Lynne Werker, Roger Gaudet and Jenny Ginder - whose collective knowledge and awareness of the consulting field and connections within the arts community across Canada have proven invaluable. I am especially grateful for their countless phone calls and emails to candidates in order to clarify their intentions and speak with references. The Membership Committee team has provided feedback, advice, guidance and suggestions, all to ensure that our membership body is one in which we can all feel confident and proud.

I would also like to thank the administrators for their support, especially concerning our crumbling website. Not having accurate data at a glance is still an ongoing problem as membership dues continue to be our principal source of earned revenue. Currently there are 53 members, a 23% increase over last year due in large part to correcting technology issues around renewals.

Thank you for this opportunity to be of service. For me, the greatest pleasure has come in the form of meeting and working with other consultants who are willing to share their experiences and resources.

Leslie Thompson, Chair
Membership Committee
October 14, 2021

Report from the Programming Committee

ACCA – Annual General Meeting

October 20, 2021

The Programming committee has met several times over the past year developing ideas and discussing needs for the community related to ACCA. As the Strategic Plan was being developed this committee felt it important to relate our activities to what was determined through the Strategic Planning process.

There was an Open Forum panel discussion held on March 10, 2021 to explore the key drivers of change in the evolving arts ecosystem in Canada. Observations were shared from consultants and the sector given the impact of the profound events of 2020. Over 60 people from across the country joined three panelists – Kelly Hill (Hill Strategies Inc.), Jane Needles (CHRC Cross-Sectoral Round Tables) and Valerie Sing Turner (CultureBrew.Art and Visceral Visions Society) – who presented observations from their research and explorations of this very pertinent topic. Moderated by Annalee Adair (Consultant) and hosted by Victoria Steele, ACCA President, many observations and questions were raised along with the sharing of findings, including links for further information, encountered while seeking new and different solutions.

It was noted that many of the drivers pre-date 2020 but the need to respond to this change has been accelerated. A written document and PowerPoint will be posted on the ACCA website and social media capturing the main presentation themes and the valuable input received from those who shared their own experiences and discoveries. This session was not recorded so people could feel free to speak their mind. Attendees included representatives from Canada Council, Canadian Heritage, Banff Centre, Metcalf Foundation, Azrieli Foundation, Stratford Festival, Toronto Arts Council, Canadian Actors' Equity Association, several universities, and many consultants from across the country.

A social evening – An Epiphany for the new year was held on January 6th, 2021 and its goal was to get people to begin to interact with their fellow consultants across the country and to know a little more about what each of us do and would there be an opportunity for more sharing of skills and working together and collaborate on RFP's. There were not a lot of attendees but the discussion was lively and all felt it was an event that should be held more often as it gave each of us a chance to know who our colleagues are and what we all do. The second social event was held in mid September but due to technical difficulties with the meeting platform there ended up being only 6 people on the call and while it was fun, it did not achieve the goals intended.

There were two Book Club events, but they will be reported on by the Chair of this particular committee, Leslie Thompson.

Overall, with only three people besides myself on this committee we were faced with the dilemma that while there are many needs for discussions, panels and forum on topics such as BIPOC and IDEA, change management, risk management, Governance and business models issues – new realities, restructuring and partnerships – mergers, acquisitions, etc., joining forces

with other NASO's, digital knowledge and training, Indigenous issues and inclusion, our own bilingual status, HR and the gig economy, social media training, access to mentorship programs, more service tools available for the membership , team consulting and the list goes on. And with only four people to handles the complexities of planning and spearheading these discussions, and each of these four heavily involved in their own consulting requirements, meant that not a lot could actually be accomplished. Adding to this the fact that the Strategic Plan was needed to be the guide in all of our work, made things even more complex.

So as we move forward, I am of the opinion that with the Strategic Plan in place now, there will be a lot more that can be accomplished. I look forward to the challenges,

Jane Needles,
Chair – Programming Committee.

Arts Consultants Canada/ Consultants canadiens en arts
Administration Report
14TH ANNUAL GENERAL MEETING – Wednesday, October 20, 2021

Administration

As reported in the President's Report this year we saw a transition in our part-time administrative support and bookkeeping services. Lucy White Consulting stepped down and in the role of Administrator and transitioned Jennifer Murray, Porch Light Consulting, into the role.

Membership Administration

Membership renewals and processing new members continues. The membership is now at 53.

Communications

Newsletters and other communications: Five newsletters were distributed (October, December, February, March, May and August). Our open rate has increased to 60.2% up from last year at 40%. Administration also supported communications activities for social events, professional development, socials, book club meetings and the Open Forum.

RFPs: Compared to 2019/2020 the number of RFPs is up to 45 in 2020/2021 compared to 35 the previous year. This could reflect that organizations are bouncing back and getting back to business.

Mailing List: Our current mailing list is 814. This number is up as some ASOs and funders were added in early 2021.

Social media: ACCA moved Facebook activity from a Facebook page to a Facebook group. Members are encouraged to post to our Facebook group when they see content relevant to our membership and when they are promoting their own upcoming events.

Website: Some updates to the website have taken place including updating the Links and Supporters sections and updates to the French side of the site.

A big thank you to Lucy White, the ACCA members, especially the Board and other volunteers who have been so helpful in the Administration transition.

Jennifer Murray
Porch Light Consulting



ACCA Strategic Plan 2021- 2026

Who we are:

Arts Consultants Canada / Consultants canadiens en arts (ACCA) is Canada's national professional association of qualified arts consultants guided by a code of conduct and professional standards. Since its founding in 2006 as a non-profit membership-based organization, ACCA's members have been supporting Canada's arts and culture sector through a national community of practice that provides services to members, clients, and the cultural community.

Overarching vision: A vibrant and sustainable Canadian arts and culture sector.

Mission:

As a national community of practice, the ACCA membership provides informed strategic and technical advice while working collaboratively to increase the value it brings to Canada's arts and culture sector.

What we do:

The organization assists its membership by:

- Providing a code of conduct for professional consulting practice
- Facilitating networking among professional arts and culture consultants
- Offering professional development, shared learning, and mentorship
- Promoting and building a strong, supportive arts consulting community

ACCA values:

High professional standards and integrity

- Consulting with sound principles based on a formal code of conduct
- Upholding principles with regard to confidentiality, independence, and conflict of interest
- Treating all clients and fellow consultants with respect
- Being fully accountable for time, fees, and expenditures

Diversity and inclusion

- Building strength and capacity by celebrating our many differences, values, and voices, and including them in practice
- Promoting ongoing learning and development in the areas of equity, diversity, inclusion, and accessibility so that we can apply an "equity lens" in all areas of our business

Progressive/innovative approaches

- Improving professional competencies through learned experience to continually improve our performance
- Developing our skills and knowledge of our field through research and professional development
- Being open to new opinions, new ideas, and new approaches to achieve successful outcomes

Collaborative leadership

- Working with each other and other arts service organizations to act as advocates to address issues affecting ourselves, our clients, and the Canadian arts sector

ACCA aims to play an increasingly vital role in the strategic advancement of the Canadian arts and culture sector between 2021 and 2026 with:

1. An increased member value proposition

- Cultivate a more diverse membership (geographically, field of practice, bilingual, BIPOC, age, etc.)
- Revisit membership categories and definitions to be more open to part-time practitioners, firms and others
- Encourage and develop the next generation of arts consultants
- Develop a team consulting model / increase team consulting
- Increase the profile of the association and its membership

2. Greater valuation of professional consultants by the arts sector

- Increase awareness and promote the value of consultants to the sector
 - a. funders
 - b. client organizations
 - c. build on leadership shown from LEAN initiative, to show our value
- Create and share a guide on how to access funding in order to hire consultants

3. Consistent and relevant professional development and mentorship

- Offer frequent professional development (PD) activities
 - Based on current, leading practices and trends
 - Provide membership with a list of PD offerings by ACCA and others
 - Partner with other PD delivery organizations
 - Look to own membership to give presentations
- Offer networking opportunities both nationally and regionally
- Create formal mentorship opportunities

4. Solid organizational capacity

a. Adequate human resources

- i. Work toward engagement of a full-time staff person
- ii. Clear process for members to contribute to ACCA work

- iii. Increase committee effectiveness to take on tasks
- iv. Involve arts admin students/interns

b. Consistent communications

- i. Have a clear message regarding our value propositions to promote membership and services
- ii. Develop a communication plan and profile of our strategic priorities, values
 - 1. Capacity to communicate in French
 - 2. Need a plan for implementing messaging
 - 3. Need a website overhaul to make our value is highly visible
- iii. Revise the consultant directory

c. Increased financial resources

- i. Create a Revenue Development Committee to increase financial support
- ii. Aim to secure operating funding in addition to sponsorships and project funding
- iii. Bring in self-generated revenue from professional development sessions
- iv. Explore new membership fee structure (e.g., supporting membership)

THREE-YEAR ACTION PLANS TO IMPLEMENT THESE PRIORITIES – TO COME FROM COMMITTEES



Plan stratégique de l'ACCA 2021- 2026

Qui nous sommes :

Arts Consultants Canada / Consultants canadiens en arts (ACCA) est l'association professionnelle nationale canadienne de consultant·e·s en arts qualifié·e·s, guidé·e·s par un code de conduite et des normes professionnelles. Depuis la fondation de l'ACCA en 2006 en tant qu'organisme sans but lucratif basé sur l'adhésion, ses membres soutiennent le secteur des arts et de la culture du Canada par l'entremise d'une communauté de pratique nationale qui offre des services à ses membres, à ses clients et à la communauté culturelle.

Vision globale : Un secteur canadien des arts et de la culture dynamique et durable.

Mission :

En tant que communauté de pratique nationale, les membres de l'ACCA fournissent des conseils stratégiques et techniques éclairés tout en travaillant en collaboration pour accroître la valeur qu'ils·elles apportent au secteur des arts et de la culture du Canada.

Ce que nous faisons :

L'organisme aide ses membres en :

- Fournissant un code de conduite pour la pratique professionnelle du conseil
- Facilitant le réseautage entre les consultant·e·s professionnel·le·s du secteur des arts et de la culture
- Offrant des possibilités de développement professionnel, d'apprentissage partagé et de mentorat
- Promouvant et bâtissant une communauté de consultant·e·s en arts forte et solidaire

Valeurs de l'ACCA :

Normes professionnelles et intégrité élevées

- Consulter avec des principes solides fondés sur un code de conduite formel
- Respecter les principes relatifs à la confidentialité, à l'indépendance et aux conflits d'intérêts
- Traiter tous les clients et les autres consultant·e·s avec respect
- Être pleinement responsable de son temps, de ses honoraires et de ses dépenses

Diversité et inclusion

- Renforcer la force et la capacité en célébrant nos nombreuses différences, valeurs et voix, et en les incluant dans la pratique

- Promouvoir l'apprentissage et le développement continu dans les domaines de l'équité, de la diversité, de l'inclusion et de l'accessibilité afin que nous puissions appliquer une « lentille d'équité » dans tous les domaines de notre activité

Approches progressives/innovantes

- Améliorer les compétences professionnelles par l'expérience acquise afin d'améliorer continuellement notre performance
- Développer nos compétences et nos connaissances dans notre domaine par la recherche et le développement professionnel
- Être ouvert à de nouvelles opinions, de nouvelles idées et de nouvelles approches pour obtenir des résultats positifs

Leadership collaboratif

- Travailler les un·e·s avec les autres et avec d'autres organismes de service aux arts afin de défendre les intérêts de nos clients et du secteur artistique canadien

L'ACCA vise à jouer un rôle de plus en plus important dans l'avancement stratégique du secteur canadien des arts et de la culture entre 2021 et 2026 grâce à :

1. Une proposition de valeur accrue pour les membres

- Cultiver une plus grande diversité de membres (géographiquement, domaine de pratique, bilingue, PANDC, âge, etc.)
- Revoir les catégories et les définitions des membres afin d'être plus ouvert aux praticien·ne·s à temps partiel, aux entreprises et autres
- Encourager et former la prochaine génération de consultant·e·s artistiques
- Développer un modèle de consultation en équipe / augmenter la consultation en équipe
- Accroître le profil de l'association et de ses membres

2. Valorisation accrue des consultant·e·s professionnel·le·s par le secteur artistique

- Sensibiliser et promouvoir la valeur des consultant·e·s pour le secteur
 - a. bailleurs de fonds
 - b. organisations clientes
 - c. s'appuyer sur le leadership démontré par l'initiative LEAN, pour souligner notre valeur
- Créer et partager un guide sur la façon d'accéder au financement pour engager des consultant·e·s

3. Développement professionnel et mentorat cohérents et pertinents

- Proposer fréquemment des activités de développement professionnel (DP)
 - Basées sur les pratiques et tendances actuelles et de pointe
 - Fournir aux membres une liste des activités de DP offertes par l'ACCA et d'autres organismes
 - Établir des partenariats avec d'autres organismes de prestation de DP
 - Demander à nos propres membres de faire des présentations

- Offrir des occasions de réseautage à l'échelle nationale et régionale
- Créer des occasions de mentorat formel

4. Une solide capacité organisationnelle

a. Ressources humaines adéquates

- i. Viser l'engagement d'un·e employé·e à temps plein
- ii. Processus clair permettant aux membres de contribuer au travail de l'ACCA
- iii. Accroître l'efficacité des comités à assumer des tâches
- iv. Inviter la participation d'étudiant·e·s/stagiaires en administration des arts

b. Communications cohérentes

- i. Avoir un message clair concernant nos propositions de valeur pour promouvoir l'adhésion et les services
- ii. Élaborer un plan de communication et un profil de nos priorités stratégiques, de nos valeurs et de notre identité
 1. Capacité à communiquer en français
 2. Besoin d'un plan pour la mise en œuvre des messages
 3. Nécessité d'une refonte du site Internet pour rendre notre valeur hautement visible
- iii. Réviser l'annuaire des consultant·e·s

c. Augmentation des ressources financières

- i. Créer un comité de développement des revenus pour augmenter le soutien financier
- ii. Viser à obtenir des fonds de fonctionnement en plus des parrainages et du financement de projets
- iii. Générer des revenus propres à partir de sessions de développement professionnel
- iv. Explorer une nouvelle structure de frais d'adhésion (par exemple, adhésion de soutien)

PLANS D'ACTION TRIENNAUX POUR METTRE EN ŒUVRE CES PRIORITÉS – À VENIR DES COMITÉS