

- AGENDA -

- 1. Call to Order - Mr. Ed Chwyl, President**
- 2. Approval of Agenda**
- 3. Approval of Minutes of December 15, 2011 AGM**
- 4. President's Report – Mr. Ed Chwyl**
- 5. Financial Report**
 - a. Treasurer's Report - Governor Ray Moore**
 - b. Presentation of 2011/12 Audited Financial Statements**
Jacalyn Weech, Director of Finance
- 6. Appointment of Auditor for 2012/2013**
- 7. Management Reports**
 - a. Dean's Report – Stephen Green**
 - b. CEO's Report – Jane Butler McGregor**
- 8. Board of Governors - number of Governors**
 - a. Motion: To increase the number of voting Board members from 17 to 20**
- 9. Election of Governors and Officers**
 - a. Election of Incoming Board Nominees**
 - b. Re-election of current Board members to a second term**
- 10. Approval of Bylaw Amendments**
- 11. Other Business**
- 12. Adjournment**

Board of Governors Present: Ed Chwyl, Leslee Farrell, Brian Butler, David Adams, Bruce Dutton, Heather Maclean, Wendy MacNeil, Anne Tyler, Bob Waldhaus, Sandy Henderson.

Staff/Faculty Present: Jane Butler McGregor, *CEO*; Dr. Jamie Syer, *Dean*; Jacalyn Weech, *Director of Finance*; Winifred Scott Wood, *Vice Principal Emerita*; Brian Johnston, *Coordinator of Volunteer Services*; Micki Stirling, *Animateur*

Scribes: Erin Fraser, *Executive Assistant*; Bethany McNeil, *Community School Registrar*

Number of Members present: 29

1. Call to order at 4:40pm.

2. Approval of Agenda.

Motion: That the agenda be adopted as distributed.

Moved by Governor Dutton. Seconded by Governor Tyler. None opposed, motion carried.

3. Approval of the Minutes of January 26, 2011 AGM.

Motion: That the minutes from the January 26, 2011 AGM be adopted as distributed.

Moved by Lydia Kasianchuk. Seconded by Governor Farrell. None opposed, motion carried.

4. President's Report

- This has been a most significant year in the transformation of the VCM. In 2009 the organization was stabilized, in 2010 the operations began to be revitalized, and in 2011 the \$1.2 million bank debt was completely paid off and the mortgage was reduced from \$1 million to \$550,000. Accomplishments like this take hard work and dedication by the entire organization: the exceptional Management team, the committed staff and faculty, the Artistic Directorate lead by Dean Jamie Syer, and CEO Jane Butler McGregor. The Board of Governors are also to thank for their stewardship, guidance, commitment and financial support.
- Three new Board members are being presented for election: Mr. Gary Karr, Mr. Alan Lowe and Mr. Verne Johnson. There are also two non-voting members, Student Representative Ms. Shawna Wyvill and Faculty Representative Michael Dias.
- While there is no question the VCM made great headway this past year, we cannot lose sight of our quest to eradicate our mortgage and finish this year with a balanced operating budget. Thank you to everyone for your past and ongoing support.

Motion: That the President's Report be adopted as presented.

Moved by Governor Maclean. Seconded by Governor Tyler. None opposed, motion carried.

5. Finance Report

The 2010/2011 Audited Financial Statements were previously distributed.

a) Governor Brian Butler, Vice President

- The VCM has a tremendously competent team behind it, including the staff and highly-qualified Board of Governors who, along with the CEO, helped turn the organization around. Huge thanks are also an order for CFO Jacalyn Weech who has been integral to the transformation process.

Motion to approve the Treasurer's Report as presented.

Moved by Governor Cullen. Seconded by Governor MacNeil. Approved.

b) Jacalyn Weech, Director of Finance – Presentation of 2010/2011 Audited Financial Statements.

- VCM financial statements are comprised of five funds: Restricted, Endowment, Capital Asset, Internal and Operating.
- The Restricted fund is reserved for donations and expenditures that relate to specified purchases. Overall the restricted fund decreased by \$55,523 leaving an ending fund balance of \$180,556. The decrease is primarily the result of music therapy bursaries awarded.
- The Endowment fund is reserved for Scholarship & Bursary activity whereby only the interest earned on the funds can be utilized. Overall the endowment fund increased by \$18,606 resulting in an ending fund balance of \$488,592. The increase is approximately 3% allowing for growth of the fund to offset inflation.
- The Capital Asset fund benefited greatly from the success of the transformation campaign as well as the support of ASV for the IT upgrade, and finished out the year with a closing balance of \$2,928,323. The IT system, with a total budget of \$147,500 encompassed new phone system, wi-fi throughout the building, new registration software, and the underlying hardware to support it all.
- The Internal fund is comprised of the building fund and the “new” working capital fund. The internal fund increased by \$133,467 resulting in a year-end balance of \$212,295. The building fund exists to provide financial support to the Alix Goolden Performance Hall (heritage). The working capital fund has been set up to allow the organization to avoid debt in years where unbudgeted expenses arise. The working capital fund is structured to require repayment, if accessed, within two years.
- The main fund is the Operating fund, which tracks all of the revenues and expenses associated with the “musical educational and performance” services with 5 areas of focus that generate tuition revenue: the Collegium program increased in tuitions during the year by 25%; the Community school experienced a 2% overall increase with some ups and downs in various departments; Music Therapy showed a 4% increase year over year; The Professional School experienced a substantial increase of \$113K or 25%; Summer Academies tuitions show an 8% increase. We are delighted with the overall positive results and are making efforts to address the few declining areas for fiscal 2012.
- Development income increased 31% over the prior year; this is primarily due to the targeted transformation campaign (one-time donations) as well as the Crescendo Circle (annual donors). In addition, VCM was fortunate enough to receive a sizable bequest.
- As a result of the transformation campaign (debt & deficit elimination focus), the one-time bequest and the positive changes in operations, the operating fund realized an excess of revenues over expenses of \$1,191,522. A large portion was transferred to the capital asset fund for purposes of reducing the mortgage. The balance was retained in operating for purposes of eliminating the operating deficit. Along with a prior period adjustment, VCM was finally able to post a positive closing operating fund balance of \$374. A mortgage (\$553K) still remains but this is a much more manageable debt burden. VCM is hopeful to eliminate this in subsequent years.
- As we move away from the challenge of debt & deficit we face the new challenges of an aging heritage building, government funding cutbacks and an economy that doesn’t always allow the general community the luxury of music lessons. It is critical that we continue to analyze and improve our operations in combination with our transformation campaign and ongoing development efforts.

Motion: That the 2010/2011 Audited Financial Statements as prepared by Hayes Stewart Little & Co. be approved as distributed.

Moved by Governor Cullen. Seconded by Governor Farrell. None opposed, motion carried.

6. Appointment of Auditor for 2011/2012

Motion: That the VCM engage the firm of Hayes Stewart Little & Co, as the auditor for the 2011/2012 fiscal year.

Moved by Ms. Jacalyn Weech. Seconded by Governor Butler. None opposed, motion approved.

7. Management Reports

a) **Dean's Report – Dr. Jamie Syer**

- The last 12 months as Dean have been both challenging and rewarding. There is an overall renewed sense of optimism at the VCM, engendered in large part by the success of CEO Jane Butler McGregor in placing the organization on a firm financial and organizational footing. With that foundation in place, we are now able to address the future of our artistic and educational development which defines the most important part of what we do.
- Some accomplishments this past year have included:
 - Filling two Department Head positions: Paul Beauchesne as Winds, Brass and Percussion Head, and Walter Proznitz as Keyboard Head (he will assume this position full-time in the summer of 2012; Linda Low remains Interim Head until that time). Dr. Mary Byrne is now full-time Director of Post Secondary Studies.
 - "VCM On the Road" continues to thrive as students travel to locations such as local senior's centres, cafes, the Art Gallery and City Hall.
 - The new VCM Presents: Conservatory Concert series was launched in October 2011 with a performance from the Cecilia Quartet. The series continues through May 2012 with a total of six concerts by visiting and local artists.
 - A speakers' series entitled "Leaders at Lunch" was inaugurated in January 2011 with the goal of building community among VCM staff, faculty, and our downtown neighbours. The audiences have been relatively small, however those who attended have thoroughly enjoyed the experience.
 - As a way to start addressing our urgent needs for better teaching and performing pianos, The Piano Project was launched in the fall of 2011. This is a fundraising initiative with the goal of eventually purchasing new instruments for at least six teaching studios, as well as for the Wood Hall stage. This project is in partnership with Tom Lee Music.
 - The Collegium Program was expanded this year with the creation of the Junior Collegium.
- These achievements are always in collaboration with the energetic support of the Artistic Directorate, as well as the Dean's Committee. Many thanks to everyone for your continued support of the VCM.

Motion: that the Dean's Report be accepted as presented.

Moved by Mrs. Lydia Kasianchuk. Seconded by Mrs. Winifred Scott Wood. None opposed, motion approved.

b) **CEO Report – Jane Butler McGregor**

- Everyone is aware of the extraordinary challenges the VCM faced when we started our transformational journey three years ago, and today we are thrilled to be reporting the elimination of our \$1.2 million debt and mortgage reduction to \$550,000. This could not have happened without the incredible hard work and dedication of the Management Team, Artistic Directorate, and the Board of Governors.
- We have come a long way over the past three years and are thrilled with our progress, however it is just the beginning of a new chapter in the VCM's life. The remaining mortgage needs to be eliminated, preferably by the end of this fiscal year, and the progress that has been made needs to be protected by strict adherence to our budgets and continued focus on increasing earned and contributed revenue.
- One very exciting aspect of having achieved financial stability is the opportunity to further develop the artistic and growth potential that exists within this organization. The three year Strategic Plan has been completed - six months early - and plans for the next three year plan will be initiated in February 2012. In the upcoming sessions, we will be addressing subjects such as: distance learning, outreach programming, satellite locations, building artistic strength, increasing enrolments, building bursary and scholarship funding, and our building and location.
- There are also many exciting events coming up early in 2012 which will also contribute to the financial success of the VCM, as well as our visibility in the community.
- We have come a long way, but still have a long journey ahead of us and we look forward to your continued engagement and support.

Motion: that the CEO Report be accepted as presented.

Moved by Ms. Micki Stirling. Seconded by Governor MacNeil. None opposed, motion approved

8. Election of Governors

The list of Board Nominees and their biographies was previously distributed.

The new Board Nominees are:

- Verne Johnson, Alberta businessman
- Gary Karr, world-renowned bassist
- Alan Lowe, Architect and former Victoria Mayor
- Shawna Wyvill, VCM Post-Secondary Student
- Michael Dias, VCM Guitar Faculty member

Motion: That this slate of Nominees be accepted as Governors of the VCM.

Moved by Governor Tyler. Seconded by Ms. Micki Stirling. None opposed, motion carried.

9. Approval of Bylaw Amendments

By this resolution, all existing constitutional provisions and bylaws would be rescinded and replaced with the revised Constitution and Bylaws as presented.

- It was indicated that the Constitution needs to include an item stating that items #4 and #5 be unalterable. This amendment will be made to reflect this requirement.

Motion: That the proposed Bylaw Amendments be approved with one addition.

Moved by Governor Tyler. Seconded by Governor Cullen. None opposed, motion carried.

10. Other Business

No other business was raised.

11. Adjournment

Motion to adjourn the December 15, 2011 Annual General Meeting.

Moved by Governor Karr. Seconded by Governor Waldhaus. None opposed, motion carried.

It gives me great pleasure to present this 2012 AGM report as the new Dean of the VCM. At first I wish to express my sincere thanks to all who have contributed so much of their talent, dedication, time and expertise over the course of this year supporting the academic programs at the VCM and their continued growth. In this report I will give some personal background, and an overview of the new academic vision and related initiatives slated to unfold over the coming year.

Music Education is simply my number one cause, due to the particular path I ended up following as I pursued a career initially as orchestral/opera conductor. I am very fortunate to have studied with a number of excellent musicians over the years while completing an ARCT in Piano Performance at the Royal Conservatory of Music in Toronto, a Bachelors of Music in Conducting Performance at U of T, and then a Master's at the University Mozarteum in Salzburg, majoring in Music Directing (Orchestra, Opera, and Choral). The old phrase "it's not where you are going but how you get there that really matters", is especially true for anyone considering music as their "way of life" – most musicians will confirm that music is *not* a living. In view of the work experience I obtained after graduating from the Mozarteum, first as opera chorus director and conductor at the Salzburg Theatre/Opera, preparing and conducting works on four very different stages including the Salzburg Festspielhaus, and subsequently upon return to Canada with my wife and family as Associate Dean and later Executive Director/Dean of the RCM's Royal Conservatory School, it is very clear to me that as one step leads to the next in terms of striving for the goals we set in life, it all begins with education.

As the VCM looks forward to developing new and better ways of connecting and serving the music education needs of its immediate and extended community of Victoria, how people learn becomes as important as what they wish to learn, and to that extent, life-long learning and developing creativity are central themes in all academic programming the VCM has to offer. The experience a student has studying music for just one year, can have a lasting effect on the rest of their life. The academic vision therefore is to ensure the VCM connects with its communities in the best ways, by regrouping existing programming into areas that speak more directly to the community, and then expanding these areas with new ideas that inspire creativity and a love for music in all. All programs, classes, and lessons at the VCM shall be presented according to where their central academic focus lies, and as such reside within one of the following six academic areas:

School of Classical & Traditional Music

This school focuses on students developing the instrumental and musicianship skills as well as knowledge to fully understand and be equipped to perform Classical and/or Traditional Music. Although these two seemingly very different areas of music may represent two very different worlds of musicians, historically they intertwine, the one feeding off of or influencing the other continuously throughout the past centuries. The Classical represents music in its highest form of art, primarily of European descent although not exclusive of other world cultures, and possessing a highly developed system of notation and standardized performance practice. The Traditional however represents the many folk origins that have been orally passed down through the generations, with performance practice learnt primarily by rote. As different as these two streams of music may appear, as said, there are many remarkable instances throughout history where both the Classical and the Traditional have joined to create breath-taking pieces of music.

School of Contemporary Music

With the School of Classical & Traditional Music focusing on music created primarily for non-commercial purposes, the School of Contemporary Music redefines commercial music as contemporary music, i.e. music written in popular styles primarily for commercial purposes, representing a forward-thinking step taken by the VCM to reflect how this type of music, now existing since the beginning of the latter half of the 20th century, has already seen and continues to see revivals and resurgences, and in fact already occupies its place in the teaching of music history, harmony, form and analysis. This music, in particular the 20th century “oldies”, provides an ever increasing influence on some of the most popular current styles. The many genres, styles, and streams of popular music including Jazz, Pop, R&B, Rock, Soul, Country Western, Modern Folk, Hip Hop, Ska, Indie, and more, are all represented under this Contemporary Music umbrella. Instruction offered in this area of study however also reflects the fact that a great number of the artists and performers of the past and present are self-taught. With all types of online resources at one's disposal in addition to learning by rote, keyboards with built-in lessons, and a plethora of method books, fake books, videos and interactive games, finding a successful and reliable path for learning has never been more difficult. The traditional style of learning that supports students of Classical music in general does not apply to this area, however the development of self-discipline, practice routines, and an impeccable ear for pitch, rhythm, and beat (tempo), are attributes from the VCM's School of Classical and Traditional Music that carry over into the School of Contemporary Music. With that in mind, lessons and classes offered in this area focus on need-based learning and mentor-based coaching, and thus support anything from a student wishing to simply learn for their own pleasure, to the next aspiring super star.

Professional School (Post-Secondary Studies)

The Victoria Conservatory of Music continues to offer a wide variety of Post-Secondary and Career Programs including Certificate and Diploma Studies in partnership with Camosun College, Pedagogy and Literature programs, AVCM Programs and Self-Directed Studies. With the development of Music Technologies programming within the new Institute for Creativity in Music (see further below), which includes a distance learning platform, the Professional School is about to start a new chapter of exciting development, as new technically innovate and creative certificate and diploma programs are developed and offered in this area.

Children's Music School

Providing a child with a foundation in music is one of the most valuable things a parent can do. Studies show that when children take part in music classes, their social and cognitive skills are impacted in extremely positive ways. Music facilitates learning, instills respect and pride, and increases self-esteem and positive social interaction. The Children's Music School encompasses programming from infants up through school ages, focusing either entirely on non-instrumental based music fundamentals and literacy, or on specific instrumental areas with group and individual instruction. Developing a child's creative spirit remains at the centre of this area of programming.

Institute for Creativity in Music

The “creative cognition approach”, currently dominating the neuroscientific study of creative thinking, does not consider creativity to be some unexplained magical occurrence of random inspiration, but rather something engaged through one's mental capacity as a result of applying everyday cognitive processes. Incorporating this approach as part of teaching students to be creative with music, means that students learn to routinely set

parameters within which to be creative, explore sound, rhythm, and the many other attributes that work together to form a piece of music. Learning how to mentally, systematically, and thus also quickly work through the myriad of combinations and permutations available when arranging the various musical elements into a piece of music, similar to how a master chess player contemplates all possible moves before deciding the next, greatly helps students increase their “working memory buffer capacity”, something that allows the brain to retain relevant knowledge while problem solving. The development of this transferable capacity is extremely important not only for everyday creative thinking and problem solving, which includes practically every major profession, but also as musician rehearsing a piece of music, either individually or as part of an ensemble.

The Institute for Creativity in Music offers a very exciting new step forward for the VCM, with the inclusion of New Media and Music Technology, the Institute is fully geared to be all about creativity with music, and with no boundaries! Whether a student chooses to explore using traditional sounds, or with New Media and Music Technologies, programming in this area redefines what it means to “compose” or “arrange”, breaking down traditional boundaries, and focusing on the spark that ignites within a student and powers the need to create music. Need-based instruction ensures students develop the skills and knowledge that helps them achieve their musical goals. Programming from the Institute affects practically every other area of programming within the VCM, helping to drive the creative spirit in us all.

Centre for Music & Wellness

Over recent decades, the amount of research conducted on the beneficial effects of music has netted overwhelmingly positive results, and as such brought about a surge of interest in the importance of music education for all ages. As can be expected, in response to this a plethora of learning opportunities are being marketed to the public, many attempting to capitalize on the new buzz that “music is healthy for the brain”. While taking part in any kind of musical activity may be better for the brain than doing nothing at all, engaging in musical activities that are built on expert knowledge, where the instructor not only knows the best type of activity to use, but also when and for the appropriate amount of time, greatly increases the effectiveness musical activities have on one’s health. The VCM Centre for Music & Wellness is able to draw upon the incredible wealth of knowledge and expertise provided by its team of accredited music therapists led by Dr. Johanne Brodeur. As one of North America’s largest centres for music therapy, treating over 1600 patients on average, the VCM is uniquely poised to provide classes and lessons for adults and seniors, that in a warm and pleasant social environment employ age appropriate therapeutic elements geared to helping maintain a healthy mind and body. The above academic vision encompasses a time line of approximately three to five years until fully developed and implemented, with an initial roll-out planned for September 2013. As some of the existing programs, classes, and lessons at the VCM are redefined or tweaked as necessary, new ones shall emerge – some already planned for September 2013. I invite you to visit our website from time to time to discover what’s new, and ask that you continue to support the VCM as Victoria’s truly innovative source for music creativity.

Finally, enhancing the academic side of the VCM are the many concerts and events taking place throughout the year. One notable series of concerts are the VCM Presents, which shall be exclusively featuring Chamber Music performances for 2013-2014. Additional special events and performances are also planned and thus developing audiences in addition to expanding the academic reach, both locally and through new satellite and outreach programming initiatives, forms a major piece of the VCM’s overall goal to connect more with its community.

December 18, 2012

VCM 2012 AGM – CEO'S REPORT

Thank you so much for joining us for our 2011/2012 Annual General meeting.

The greatest part of an AGM is the opportunity to express our sincere gratitude to those of you who are our loyal and committed donors; it gives us a chance to publically recognize and thank our incredible Management team and devoted, hard-working staff members; it provides an occasion to honour both our current and incoming Board of Governors whose support, advice and expertise are critical to our remarkable future; and it gives us the stage from which to provide a "State of the Nation" address to highlight our accomplishments and the challenges we face.

As all of you know, the last four years have been years of major transformation and advancement. The VCM found itself in crisis as, between 2000 and 2008, it had accumulated over \$2.2 million of debt: an accumulated operating deficit of \$1.2M and a mortgage on the building of \$1M. With a brilliant new Management team in place, a newly constructed Board of Governors, and the first ever three year Strategic Plan, we began the work of turning the ship around. It took us 3 ½ years but I was so happy to report at last years' AGM that we had achieved every goal in that plan, and aside from the many other achievements that occurred during that period, we were able to announce that we had successfully eliminated the operating deficit and reduced our mortgage to \$350,000! It is an outstanding accomplishment that could never have happened without the unparalleled support of this community who stepped in to help us keep our doors open.

There is no question that we have stabilized the organization and are continuing to move forward aggressively, but like every other arts organizations in the city (and country for that matter) we fight every year to balance our budget. This past fiscal year was harder for us as we came out of a transformational period and moved into growth and ongoing operations with less government funding, a vacant Director of Development position, and the results of economic uncertainty. You have seen our 2011/2012 audited statements and have heard from our accomplished and greatly valued CFO, **Jacalyn Weech**, that our year-end audit results show an operating deficit of \$147,000. We are all disappointed and concerned, but from my perspective, there is nothing like a small deficit to crank up the action, put fire in your belly, and spur us on! So that is exactly what we are doing.

We have just completed and approved our second three year Strategic Plan and it is full of goals and objectives that we must achieve to ensure our long term financial sustainability and ensure that there are no more deficits. Let me highlight some of them:

1. We are committed to the development of satellite locations in key and strategic areas of the Greater Victoria region. We are continuing discussions with the YM/YWCA about establishing a satellite location in the brand new Y that is currently under construction in Langford. We are also looking at a collaborative arrangement with the existing small music schools in Sidney, and are part of the task force which is spearheading a new music education and performance center in Colwood. We know that if we want to serve the ever-growing population of families, young children, and adults who live in these areas, we need to be taking the Conservatory to them.
2. We continue to increase our Marketing efforts to drive tuition growth in our current facility, and I am pleased to report that as of November 30th, 2012 tuitions have increased by 6% over this time last year. Today we have just over 1800 students of all ages and all abilities who study music at the VCM.

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VCM 2012 AGM – CEO'S REPORT

3. We have worked hard at improving our building conditions, and with sponsorship support from Monk Office, Mulroney Painting, and Island Carpet, we now have freshly painted, carpeted and newly furnished admin offices, as well as a new Green Room. And with a recently approved project grant from BC Arts Council, we are going to be able to build a permanent concession in our front registration area, adding a new earned income stream. Finally, with a very generous donation from **Mrs. Gillian Nelles** who is the daughter of VCM founder Mrs. Alix Goolden, we are going to be renovating the front lobby of AGPH with new carpeting, painting and the full restoration of the five magnificent mahogany entry doors.
4. We have hired a new Dean, **Mr. Stephen Green** who has come to us from Toronto and has served in the field of music education for over 30 years, most notably at the Royal Conservatory of Music in Toronto. Stephen has a wealth of experience and innovative ideas that are already setting the stage for growth and program development. His Dean's Report included information on the business models we are building for a new School of Contemporary Music, as well as the creation of a School of Music Creativity which, in collaboration with Camosun College, would include the first accredited Music Technology program of its kind in Canada. Our students and parents have told us that in order for the VCM to be competitive we need to capture and engage students who wish to pursue other genres outside of the classical realm, although classical music will always be at the heart of everything we do.
5. Two years ago we established a new Children's Music Department under the dynamic leadership of **Dr. Johanne Brodeur**. CMD offers classes for children from 4 months to 9 years of age, based on research that demonstrates children who learn music early in their lives display superior cognitive performance, and that music facilitates learning, discipline, and self esteem. Based on the success of these programs, we decided to take these programs out into the community to families restricted by geographical and financial challenges, and started to offer children's outreach programs in daycares, pre-schools, First Nation's friendship centers, rec centers, after school programs, and intervention programs in conjunction with children's services. Today we deliver classes in 37 locations throughout the region, and serve close to 800 families and children.
6. We have hired a new **Director of Development, Susan Howard**, who comes to us from Vancouver where she led the Development and Marketing efforts of a number of high profile arts organizations. Susan is a powerhouse who will be bringing shape and strategy to all of our contributed revenue streams such as new Corporate Sponsorship strategies, a new planned giving program, strengthened annual giving, fundraising events, and, along with new Board member Heather Ferguson, is already designing our 50th anniversary celebration year which will take place from May 2014 to May 2015.
7. We recognize the importance of partnering with other organizations in Victoria that share our beliefs and passion. On November 23rd, the VCM partnered with Pacific Opera Victoria and presented a fabulous fundraising event called "Joy to the World" which was a celebration of youth, music and the holidays. It was also the introduction to the upcoming joint production of Benjamin Britten's *Noye's Fludde*, which will take place February 14th and 16th 2013 and involves members of our own junior and senior string orchestras. We have also been asked to collaborate with the Victoria Symphony on a joint fundraising concert which is being planned for the middle of March, and have just recently been approached by four other organizations about future collaborative initiatives. Four years ago there was no one in the community who would have wanted to partner with us, but now the word is out that we are here to stay and determined succeed.

December 18, 2012

VCM 2012 AGM – CEO'S REPORT

8. One of the incredible strengths that has been built into the fabric of the VCM over the past four years is our incredible Board of Governors, chaired by the incomparable **Mr. Ed Chwyl**. Together we have taken on the very serious task of building a Board that is second-to-none, and have been diligent in our search for Governors who bring skills, competencies, and the passion that is crucial to the successful future of the VCM. This year we are thrilled to present six new Board Nominees for approval. Their bios are attached and I am sure you will agree that they all bring a skill-set that is essential to our organization. I would like to introduce **Andrew Békés, Lesley Brown, Heather Ferguson, Gary Garritan, Carolyn Thoms, and Valerie Murray**; I want to thank each of you for agreeing to share your talents and passion with the Victoria Conservatory of Music.

However, as with all Boards, there comes a time when you have to say goodbye to Governors who brought significant value to the organization. We are saying goodbye to both **Ray Moore**, who served as Treasurer for three years, and **Brian Butler**, Vice-President and a very significant member of our Finance Committee, who also served for three years. I cannot begin to express my gratitude to Ray, who stepped into the financial chaos of the VCM four years ago and worked tirelessly to bring shape to our financial data; and to Brian, whose well-respected business acumen and successes brought great questions, important advice, and achieved objectives. To say that I am going to miss working with them is truly an understatement, and I hope they both know how much they have each contributed to the transformation of the Victoria Conservatory of Music; it would not have happened had they not been part of our team!

Have we continued to make progress? Yes we have. Have we had a disappointing year financially? Yes we have. Have we the will, determination, and the fight to get past a bad year? You bet we do!

We have a great story to tell and it is time for us to reach out and share that story and our passion, knowing it will inspire our ever-growing circle of friends who embrace the power of music education and the belief that music enriches and transforms lives.

Thank you for being with us today and for everything you have done and are doing to help propel the VCM into an extraordinary future.

Andrew Békés

Born and raised in Victoria, Andrew received a Bachelor of Arts in German and Computer Science from UVic. He started a computer consulting company, ABACO Systems in 1985 and ran it until 1995. He was also involved as an IT Consultant with Ernst And Young in Victoria. In late 1995, he took over the family property management business, AGB Properties and is currently the CEO. The company specializes in the management of residential rental property. Currently, it manages its own assets including apartment buildings and houses in Victoria, BC and as well as in London, England.

He is a former member of Rotary Harbourside from 1992 to 1995. He has been involved in many volunteer organizations, such as Kaleidoscope Theatre, SMUS Board of Governors, Chamber of Commerce committees, City of Victoria Committees, Girls Field hockey coaching and board duties, Chair of Finance Committee for St. Patrick's Parish and Chair of Diocesan Fund Raising Committee. Andrew is also active in his industry: he is the current Vice President of the Rental Owners and Managers Society of BC (ROMS BC) and sits as a director of national association, Canadian Federation of Apartment Owners, CFAA.

Andrew has recently rejoined Harbourside Rotary. He was recently appointed the President of the Rental Housing Council of BC (RHC), which is the united voice of the Rental Industry for the province. Andrew was a piano student of the Conservatory back in the Craigdarroch Castle days, and looks forward to getting involved with the organization again.

Lesley Brown

Lesley Brown, born in Toronto, Canada, earned her B.A. in Business at Bishops University in Lennoxville, Quebec. Her business career has included positions in a variety of diverse industries, with over 12 years spent in financial services in senior management positions at CIBC Wood Gundy and Investors Group in Toronto. In 2006 Lesley relocated to Victoria to join Custom House, where she lead the Canadian business as Vice President, Corporate Canada. She was part of the team appointed to build value in the company in preparation for a strategic purchase and continued her leadership throughout the acquisition and integration process.

Lesley is currently lending her experience to the UVIC Mentor program.

Heather Ferguson, MCM, ABC – Principal

Heather has broad experience in public relations, journalism, stakeholder relations and non-profit management, most recently as President, The Hearing Foundation of Canada and as an instructor in communications at Humber College in Toronto.

She holds a degree from the University of Toronto and post-graduate degrees from Ryerson University's School of Journalism and the McMaster University/DeGroote School of Business in the Master of Communications Management program. Professionally, she holds the designation ABC, (Accredited Business Communicator).

A skilled public speaker and spokesperson with a strong understanding of consistent message and brand support, especially in times of growth or change, Heather balances expertise with solid business acumen.

An active volunteer, Heather served on the board of The Empire Club of Canada for eight years and serves now on the board of Save the Children, Canada. In Victoria, she served on a gala committee in support of the BC Paraplegic Association. Now Heather is pleased to work together with stakeholders to identify strategies to take their business and relationships to the next level.

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VCM 2012 AGM – BOARD OF GOVERNORS NOMINEE BIOGRAPHIES

Gary Garritan

Gary Garritan was born in New York and is known the world over as a leading innovator in music technology. He has been a pioneer of software musical instruments for the past dozen years and his soundware is bundled with MakeMusic Finale, Apple GarageBand, SONY Acid Pro, Cakewalk SONAR, Microsoft Songsmith, AKAI EWI, and other well-known music software. Garritan software instruments have won numerous industry awards, have set many standards in the industry, and are endorsed by many well-known composers and performers.

He succeeded in his mission to make high-quality software instruments accessible for every musician, especially students and teachers. And he is responsible for notation software playback which allows musicians to hear realistic renditions of their compositions and arrangements within notation programs. Gary Garritan recently sold his business to MakeMusic, Inc, the makers of Finale, and currently serves as their Director of Instrumental Sciences.

Gary Garritan was also a gigging musician and earned a living as a harpist, inventing the world's first electronic MIDI harp, and selling over 100,000 albums. Gary Garritan earned a Juris Doctor degree (*cum laude*), a Masters degree in Applied Mathematics, and Bachelors in Economics. He is admitted to practice law in the New York Courts, the U.S. Supreme Court, the U.S. Court of Appeals and the U.S. Court of International Trade. He has also served four years on the Berklee College of Music Presidential Board of Advisors.

Valerie Murray

Valerie was born in Victoria and graduated with a degree in Fine Arts from UVic in 1978. She has been involved in public gardens in Victoria for the last 15 years, including 8 years as Garden Director of Abkhazi Garden and more recently as Garden Advisor at Government House. In both of these positions she worked closely with volunteers.

She is on the advisory board of Finnerty Gardens at UVic, has been a member of the Oak Bay Heritage Commission and has worked on many Art in Bloom fundraising committees at the Art Gallery of Greater Victoria. She is co-owner and event co-ordinator of her family business Victoria Spirits.

Valerie has always had a love of classical music. All four of her children have studied at VCM but her music education grew in leaps and bounds when introduced to new composers by her youngest son Max who helped her to listen in new ways.

Carolyn Thoms

See attached CV

Board members to be voted in for their second three-year term:

Ed Chwyl

Bruce Dutton

Leslee Farrell

Heather Maclean

Wendy McNeil

Sandra McCallum

CAROLYN THOMS CA, CFA

PROFESSIONAL EXPERIENCE

Paragon Private Wealth, Inc., Victoria, BC

President, principal and portfolio manager providing independent wealth management services to discerning clients, including individual investors, private companies, family trusts, and foundations in B.C., Alberta, Ontario and Quebec.

RAM Reinsurance Company Ltd., Bermuda

Chief Financial Officer for a Bermuda-based financial guaranty reinsurance company providing credit enhancement of U.S. structured asset-backed securities and municipal bonds. Principal areas of focus were investor relations, capital markets issuance, financial modeling and rating agency relations. Prepared company for NYSE initial public offering in 2004.

AON Group of Companies, Bermuda

Provided professional investment, financial reporting and risk management services to US Fortune 500 companies with captive insurance companies domiciled in Bermuda.

Telus Corporation, Calgary, Alberta

Conducted financial and operational audits during a period of rapid growth in the telecommunication sector with wireless implementation at the forefront.

Coopers & Lybrand, Calgary, Alberta

Provided financial auditing, reporting and business valuation services to a broad range of Calgary-based enterprises operating principally in the energy, hospitality and not for profit sectors.

BOARD AND VOLUNTEER EXPERIENCE

Director, University of Victoria Foundation (2008 – Present)	Victoria, BC
Director and VP, Family Caregivers Network Society (2008 –Present)	Victoria, BC
Director & Secretary, Victoria CFA Society (2008 – 2009)	Victoria, BC
Volunteer, International Bridges to Justice (2004 – 2007)	Geneva, Switzerland
Volunteer, École International de Genève (2004 – 2007)	Geneva, Switzerland

PROFESSIONAL EDUCATION

CFA Institute

CFA Designation (1997)

Canadian Institute of Chartered Accountants

CA Designation (1991)

University of Calgary

Bachelor of Commerce (1989)

Proposed amendments to Bylaws 4.1 and 4.2

Bylaws currently state:

ARTICLE 4: NOTICES

- 4.1 At least fourteen days' notice of any regular or Extraordinary General meeting of the Society shall be effectually given if mailed to each member of the Society at his or her last known address, and shall be conclusively deemed to have been received by each member on the third day following the mailing of such notice by prepaid mail in any post office in the City of Victoria.
- 4.2 At least four days' notice of any Governor's meeting shall be given and shall be effectually given if mailed, manually or electronically, to each Governor at his or her last address as recorded by the Executive Assistant and shall be conclusively deemed to have been received by such Governor on the third day following the mailing of such notice by prepaid mail in any post office in the City of Victoria.

In the case of an emergency meeting or a postal strike, such notice may be waived by eight Governors present at the meeting.

Be it resolved that Article 4.1 and 4.2 be amended to read:

- 4.1 At least fourteen days' notice of any regular or Extraordinary General meeting of the Society shall be effectually given if mailed manually or electronically to each member of the Society at his or her last known address, and shall be conclusively deemed to have been received by each member on the third day following the mailing of such notice.
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