



ANNUAL GENERAL MEETING

January 29th 2014

5:00pm – Wood Hall

- AGENDA -

1. **Call to Order** - Mr. Ed Chwyl, President
2. **Approval of Agenda**
3. **Approval of Minutes of December 18th 2012 AGM**
4. **President's Report** – Mr. Ed Chwyl
5. **Financial Report**
 - a. **Treasurer's Report** - Governor Roy Cullen
 - b. **Presentation of 2012/13 Audited Financial Statements**
Jacalyn Weech, CFO
6. **Appointment of Auditor for 2013/2014**
7. **Management Reports**
 - a. **Dean's Report** – Stephen Green
 - b. **CEO's Report** – Jane Butler McGregor
8. **Election of Governors and Officers**
 - a. **Election of Incoming Board Nominees**
 - b. **Re-election of current Board members to a second term**
9. **Other Business**
10. **Adjournment**



Annual General Meeting Minutes – December 18, 2012

Wood Hall 4:30pm

Governors present: Brian Butler, *Vice President*; Ed Chwyl, *President*; Roy Cullen; Bruce Dutton; Leslee Farrell, *Vice President*; Gary Garritan (nomination pending); Alan Lowe; Heather Maclean; Wendy MacNeil; Sandra McCallum, *Secretary*; Valerie Murray (nomination pending); Bob Waldhaus.

Staff/Faculty present: Jane Butler McGregor, *CEO*; Stephen Green, *Dean*; Jacalyn Weech, *CFO*; Susan Howard, *Director of Development*; Sandy Henderson, *Manager of Development Services*; Micki Stirling, *Animateur*

Scribe: Erin Fraser, *Executive Assistant*

Number of Members present: 26

1. Call to order: 4:35pm

2. Approval of Agenda

Motion: that the Agenda be adopted as distributed.

Moved by Governor Waldhaus. Seconded by Mr. Michael Morres. None opposed, motion carried.

3. Approval of Minutes of December 15, 2011 AGM.

Motion: that the minutes from the last Annual General Meeting on December 15, 2011 be approved as distributed.

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

4. President's Address

- Many positive steps have been made these past years, culminating in the elimination of our accumulated deficit in 2011 and the mortgage being reduced to \$350,000. This year, however, our budget expectations were not met for the first time in four years, resulting in a \$147,000 operating deficit. While this is unfortunate, a focused effort is being made to build a long-term model of financial sustainability, which includes increasing earned, contributed, and development revenue.
- The VCM has a dedicated, capable, hard-working team behind it: the Management Team, staff and faculty, Artistic Directorate led by new Dean Stephen Green, and CEO Jane Butler McGregor. The Board of Governors also provide invaluable stewardship, commitment, and financial support.
- Six nominees are being presented for election to the Board, and would further strengthen this group. They are: Mr. Andrew Békés, Ms. Lesley Brown, Ms. Heather Ferguson, Mr. Gary Garritan, Ms. Valerie Murray, and Ms. Carolyn Thoms.
- Two Governors have reached the end of their three year term: Mr. Ray Moore who was initially contracted in 2008 to help restore financial viability and integrity to the VCM, and was elected to the Board after Jacalyn Weech was hired as CFO; and Mr. Brian Butler whose business acumen and expertise have been most valuable. We thank them both for their outstanding contribution to the transformation of the VCM.
- This organization has the people, vision, passion, and ability to rise above its current challenges. Thank you to everyone for your past and ongoing support.

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

Moved by Governor Butler. Seconded by Governor MacNeil. None opposed, motion carried.

5. Finance Report

The Draft 2011/12 Audited Financial Statements were previously distributed.

a. Treasurer's Report - Governor Roy Cullen (in place of Governor Ray Moore, not in attendance)

Governor Cullen is the Executive nominee for Treasurer.

- Fiscal Year 2011/2012, although reflecting an operating fund loss, continues to show increases in tuition revenue with expenses remaining relatively flat.
- Auditors Hayes Stewart Little and Co. reported to the audit/finance committee that the audit went very smoothly. They reviewed accounting procedures and internal controls as well as transactions within the new registration system and found everything to be operationally sound.
- During fiscal 2011/2012, the audit/finance committee advised and reviewed the following key projects:
 - Implementation of the new IT systems
 - Bank relationship transition from HSBC to BMO, a very positive move.
 - Revision of Private lesson tuition fees (after a four year hold)
 - Capital investments in the facilities, including Alix Goolden Hall (sound & lighting, painting, etc.)

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

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

b) Presentation of 2011/12 Audited Financial Statements - Jacalyn Weech, CFO

The Statement of Operations and Changes in Fund Balances shows the five main funds: Operating, Internal, Capital Asset, Endowment, and Restricted.

- **Operating Fund:** Revenues of \$3,836,660 are comprised of Earned Revenue (72%) and Contributed Revenue (28%). Tuition increased overall with the exception of Summer Academies, due to the forced hiatus of the Jazz Academy. Individual Giving experienced comparative loss due to a large bequest and higher donor gifts in the prior year, as did Grants due to a one-time grant from ASV. Government Funding was also lower due to gaming grant reductions. The VCM was able to offset some of the shortfalls with an increase in fundraising event income and corporate sponsorship. Expenses included higher contractor pay as a result of instructor pay and tuition increases. The overall end fund balance was -\$147,397.
- **Internal Fund:** This is comprised of funds controlled by management and Board, including the Building and Working Capital Fund. A total of \$100,008 in transfers was made: \$56K to Operating from the WCF to help offset the deficit, and \$44K to the Capital Asset Fund from the Building Fund to the purchase of new sound and lighting equipment as well as Green Room upgrades. The ending fund balance is \$107,688 made up of \$67K in Building and \$40K in the Working Capital.
- **Capital Asset Fund:** This captures all activity associated with VCM assets. Fundraising income of \$24,054 represents donations of paint and furniture from office upgrades and studio painting. Expenses included interest paid on the mortgage, IT and AV improvements, amortization, and transfers for mortgage payments and capital asset purchases funded by the operating and internal funds. The overall fund balance is \$2,751,596.
- **Endowment Fund:** This is reserved for Scholarship and Bursary activity whereby only the interest earned on the funds can be disbursed. Income includes grants paid from the Victoria Foundation and individual donations. This year the VCM awarded \$42,324 in scholarships and bursaries and the fund increased by \$38,762, resulting in a closing balance of \$527,354.
- **Restricted Fund:** This is reserved for donations and expenditures that relate to a specified purchase or activity. The ending fund balance of \$199,380 represents \$70K in Scholarship and Bursary funds, \$67K in Music Therapy Bursary funds, \$27K for various capital projects and the remaining \$35K for specific purpose funds such as program development.
- **Overall results:** Earned revenue \$2,818,484 up 2.54% over prior year; Fundraising revenue of \$1,230,033 down 54% over prior year (bearing in mind prior year included an extraordinary bequest); Expenses of \$4,417,129 up 1.77% over prior year. Net change for the year is -\$371,517 resulting in a closing fund balance of \$3,438,623.

On the statement of financial position the \$3,438,623 fund balance is made up of \$4,541,804 in assets less \$1,103,181 in liabilities. The two most significant changes in the year-over-year comparatives relate to the Cash and Debt balances.

The Cash Balance of \$272,442 has been reduced from \$760,786 as a result of the operating deficit and a significant reduction in the mortgage. In addition to monthly mortgage payments, the VCM elected to make an additional repayment of \$200,000 to minimize interest expense in current and future years. The remaining debt of \$334,629 is classified as "current" due to the terms of the underlying document, but is being amortized by the bank over 15 years. The VCM will continue to reduce the debt through monthly payments and, should excess cash become available, in lump sums.

Going forward, the focus will be on the new three year Strategic Plan including a key goal of enhancing financial sustainability. Term 1 preliminary results indicate ongoing increases in earned revenues, and the VCM has recently received a significant donation to our endowment fund, allowing an increase in scholarships and bursaries in future years.

Motion: that the 2011/12 Audited Financial Statements as prepared by Hayes Stewart Little & Co. be approved as distributed.

Moved by Governor Butler. Seconded by Mr. Michael Morres. None opposed, motion carried.

6. Appointment of Auditor for 2012/13

CFO Jacalyn Weech noted that she and the Finance Committee have been very pleased with the firm of Hayes Stewart Little & Co. and recommend that they be used for the coming year.

Motion: that the VCM engage the firm of Hayes Stewart Little & Co. as the auditor for the 2012/13 fiscal year.

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

7. Management Reports

a) Dean's Report - Stephen Green

Stephen Green began his position as Dean on August 21st. His background includes a Masters at the University Mozarteum in Salzburg majoring in Music Directing and subsequent orchestral/opera conducting jobs, before becoming Associate Dean and later Executive Director/Dean of the Royal Conservatory in Toronto.

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, the academic programming is being evaluated and regrouped. Six academic areas have been identified in order to meet individual students' needs:

- **School of Classical and Traditional Music:** This school focuses on students developing the instrumental and musicianship skills as well as knowledge to fully understand and perform Classical and/or Traditional music.
- **School of Contemporary Music:** The many genres of popular music under the umbrella of this school include Jazz, Pop, R&B, Rock, Soul, Country, Modern Folk, and more.
- **Professional School (Post-Secondary Studies):** The VCM continues to offer a wide variety of Post-Secondary and Career Programs, including Certificate and Diploma Studies in partnership with Camosun College. With the development of Music Technologies programming within the new Institute for Creativity in Music, which includes a distance learning platform, the Professional School is about to further develop as new technically innovative and creative programs are developed and offered in this area.
- **Children's Music School:** As music can impact children in numerous positive ways, 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.
- **Institute for Creativity in Music:** This new Institute offers an exciting new step forward for the VCM, and with the inclusion of New Media and Music Technology, it will focus on the limitless creativity of music. Programming in this area will redefine what it means to compose or arrange, breaking down traditional boundaries, and will affect practically every other area of programming within the VCM.
- **Centre for Music and Wellness:** Already one of North America's largest centres for Music Therapy, the VCM is uniquely poised to provide classes and lessons for adults and seniors to employ therapeutic elements geared to helping maintain a healthy mind and body. The Centre for Music and Wellness will draw upon the wealth of knowledge and expertise provided by the VCM's own therapists and, over the next 3-5 years, will improve on existing programs and introduce new ones.

One major goal of the VCM is to connect more with the community, and plans are underway to achieve this by establishing satellite and outreach programming initiatives, and through the many concerts and events taking place throughout the year, notably the VCM Presents season.

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

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

b. CEO's Report

The last four years have been those of major transformation and advancement. Through the leadership and hard work of a new Management team and Board of Governors, support of the community, and the establishment of a three year Strategic Plan, the organization has worked its way up from crisis to the major accomplishment of eliminating the operating deficit last year. This year's deficit is disappointing, however it is driving the organization to establish goals and objectives, as set forth by the newly completed second three year Strategic Plan, to ensure long-term financial sustainability. A few of these goals are:

- The development of satellite locations in strategic areas of the Greater Victoria region. New locations and partnerships in Langford, Colwood, and Sidney are being examined in order to serve the ever-growing population of families, young children, and adults who live in these areas.
- Continuing to increase Marketing efforts to drive tuition growth; as of November 30th 2012, tuitions have increased by 6% over this time last year.

Many accomplishments have been made in the past year, including:

- The improvement of building conditions; with sponsorship support from local companies, the admin offices and Green Room have been painted, carpeted, and furnished. A permanent concession will be built in the lobby using Grant funds, and renovations will be made in the Alix Goolden Performance Hall to include the restoration of the heritage entry doors.
- The hiring of new Dean Stephen Green who brings a wealth of experience and innovative ideas that are already setting the stage for growth and program development.
- Establishing a thriving outreach program through the Children's Music department, already in 37 locations including daycares, pre-schools, after school programs, and intervention programs in conjunction with children's services.
- The hiring of new Director of Development, Susan Howard, who will be using her expertise to bring shape and strategy to all contributed revenue streams such as new Corporate Sponsorship strategies, strengthened annual giving, and 50th Anniversary plans.
- Recognizing the importance of partnering with like-minded organizations, the VCM collaborated with Pacific Opera Victoria for a fundraising event titled "Joy to the World" which celebrated youth, music, and the holidays. A collaboration with the Victoria Symphony is being planned for mid-March, and other organizations have also approached the VCM regarding future initiatives.
- One of the strengths of the organization is the Board of Governors, a group who have been chosen for their skills, competencies, and passion. While two valued members, Ray Moore and Brian Butler, take their leave, the six new nominees all have talents and skill-sets essential to the VCM.
- While the current financial situation is undesirable, the VCM is determined to overcome such obstacles and will continue to progress and inspire the community to further embrace the power of music.

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

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

8. Board of Governors - number of Governors

In order to continue expanding the level of skill and expertise on the Board, it is recommended that the total number of available positions be increased.

Motion: that the number of voting Board members be increased from 17 to 20.

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

9. Election of Governors and Officers

a. Election of Incoming Board Nominees

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

- Andrew Békés, CEO, AGB Properties
- Lesley Brown, Vice President, Canada Corporate at Custom House, retired
- Heather Ferguson, Principal, Whale Communications Ltd.
- Gary Garritan, Music Software Engineer; musician; retired lawyer
- Valerie Murray, Co-Owner, Victoria Spirits
- Carolyn Thoms, President & Portfolio Manager, Paragon Private Wealth Inc.

Motion: that this slate of nominees be accepted as Governors of the Victoria Conservatory of Music.

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

b. Re-election of current Board members to a second term

The Governors to be voted in for their second three-year term are:

- Ed Chwyl, President
- Bruce Dutton
- Leslee Farrell, Vice President
- Heather Maclean
- Wendy MacNeil
- Sandra McCallum, Secretary

Motion: that this slate of Board members be re-elected for their second terms.

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

10. Approval of Bylaw Amendments

Amendments are being proposed to Bylaws 4.1 and 4.2, which would allow the Society to be notified of the AGM by email in addition to regular mail. Be it resolved that Bylaws 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.
- 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.

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

Motion: that the proposed Bylaw Amendments be approved as presented.

Moved by Ms. Micki Stirling. Seconded by Mr. Sandy Henderson. None opposed, motion carried.

11. New Business

No New Business was raised.

12. Adjournment

Motion: that the December 18, 2013 Annual General Meeting be adjourned.

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



The VCM's 2012-2013 season started off with a successful Open House event September 8th. With newly installed external banners, live musical performances by both VCM students and faculty, a number of interactive activities for children, and mini-lessons for all ages, the event helped to grow awareness in the community at large that the VCM is the place to be! We saw a modest increase overall in student enrollment, which included 8 students enrolled in the newly designed high quality Collegium vocal program for young gifted singers. VCM's Children's Music department launched Musical Story Times in Colwood's Juan de Fuca library, thanks to funding assistance through the "Success by Six" program. This initiative helped establish a new connection for the VCM to West Shore communities. Over the course of the year, this led to an even more exciting development for the VCM: planning got underway for the future establishment of the VCM's first satellite location ever in the West Shore. We are thrilled to know that the VCM's high quality programming will be available to students of all ages, but especially to the young families in this quickly growing community.

The start of the season also included a warm welcome to a number of new faculty members, including Ellie Higginson and Cathy Fern Lewis to the Voice department; Gregory Law, Dr. Melissa Edwards, Alana Despina, Joanne Allers, and Corey Rae to the WBP department; music therapist Oona Jean and intern Andrea Cave, who later in the year officially joined the VCM as music therapist and Children's Music instructor; Reed Monks and Timothy Croft to the Children's Music department; Bruce Hurn, Monik Nordine, Pablo Cardenas, and Richard Moody to the Post-Secondary department's Jazz Diploma program; and Catheryn Kennedy, Amy Paster, Brian Yoon, and Tatiana Kostour to our Strings department. Over the course of the year we also welcomed Dr. Jonathan Haek as the VCM's first specialist in Music Technology!

The VCM Faculty make all the difference when it comes to building and sustaining high quality programming at the VCM, and helping thousands of students achieve their potential as well as developing a lasting love for music. Over the 2012-2013 year, there were a few milestones celebrated concerning our faculty, such as a wonderful tribute to Selena James at the VCM-POV joint fundraiser event *Joy to the World*, held in Alix Goolden Performance Hall on November 23rd. Selena's amazing career as performer as well as her tireless devotion as teacher, mentor, and visionary was honoured, paying tribute to the incredible contribution she made to the VCM in founding and growing an exceptional voice program, including the Opera Studio. Another milestone we celebrated was the retirement of longtime voice teacher Dr. Erika Kurth, who taught for 35 years at the VCM and was an amazing support to the arts community of Victoria. The VCM's spring term Opera Studio production performances of "Troubled Spirits" were dedicated in Erika's honour. Sadly, VCM's community had to say a farewell to cellist James Hunter, one of the VCM's founding pillars and member of the renowned Trio Victoria (Robin Woods – piano, Sidney Humphreys – violin, and James Hunter – cello). A heartwarming memorial concert was held in the New Year after his passing in December 2012. VCM also lost a well-respected member of its Keyboard faculty, Linda Stobbe, who was honoured by many VCM faculty, students, staff and friends at a wonderful family memorial service April 13th.

Some notable faculty performances in this year included Walter Prossnitz (piano) performing in the VCM's first VCM Presents concert of the season in September "Walter Prossnitz and Friends"; Voice faculty member Kathleen Brett performing Mozart and Mahler with the Vancouver Symphony, and Nancy Argenta singing in a Victoria Symphony performance Mozart's Requiem. Members of our Jazz faculty continue to keep the city of Victoria "groov'n along" performing at Hermans, the Victoria Jazz Festival, and many other venues, and of course a number of our faculty continue to perform regularly as members of the Victoria Symphony, Sidney Classical Orchestra, the POV, and other ensembles in the Greater Victoria Area and abroad.

Each year the VCM provides to its students the wonderful benefit of having access to a large number of master classes and residencies that feature renowned performing artists, and this year was no exception. Visiting artists included pianists Artur Rowe (UVic), Catherine Ordonneau (Paris/Barcelona), David Jalbert (Ottawa), and Loraine Min (Victoria), singers Daniel Taylor (renowned countertenor), Lynne Dawson (Royal Northern College in

Manchester UK), Philip Addis (COC), and Catherine Robbin (York U), violinists James Ehnes (Florida), Andrew Wan (MSO CM), Gwen Thompson (Vancouver), Jasper Wood (UBC), Kai Gleusteen (Barcelona), Terence Tam (VS concert master), and Sharon Stanis (UVic), violists Jeffrey Irvine (Cleveland Institute of Music) and Eric Nowlin (TSO), cellists Zuill Bailey, Yegor Dyachkov (MSO), Pamela Highbaugh-Aloni (UVic), and Judith Fraser (Vancouver).

The best testament to the high quality of teaching found at the VCM though is of course through the successes of its students. Here is a list of highlights over the past year where our students shone brilliantly:

- Matthew Johnson (tenor, VCM Advanced Voice Program) sang the role of Malcolm in the POV production of *Macbeth*, where students Mary Ellen Rayner and Andrew Erasmus had comprimario roles and 8 other students from this program sang in the chorus.
- Elizabeth Duncan (15 year-old student of Ingrid Attrot), was featured in the Belfry's world premiere of a new musical "Let Me Call You Sweetheart".
- Former Collegium student Alice Haekyo Lee (violin) now studying at the Julliard School in New York, pre-college program, performed in Alix Goolden Performance Hall with the Sooke Philharmonic Orchestra.
- VCM Awards Day performances: Ethan Allers (cello), Michelle Wood (flute), Chelsey Ternes (soprano), Amita Symons-Yu (piano) performing her own composition, and piano duo Karmen Tse and Angela Xie.
- Young VCM students performed with the Victoria Symphony as part of their children's concert November 18th, featuring Haydn's Toy Symphony.
- A number of talented VCM students performed as part of the VCM-POV joint fundraiser event November 23rd, *Joy to the World*, including a Collegium's Dvorak piano quintet featuring Blythe Allers, Rae Gallimore, Chloe Kersen, Bronwyn Kure, and Keaton Ollech, and an amazing duet from Donizetti's Don Pasquale by Andrew Erasmus and Nathan McDonald, and the VCM Senior String Orchestra.
- VCM students performed to great acclaim in two wonderful sold out performances of the POV/VCM joint production of Britten's *Noye's Fludde* in February 2013.
- Advanced Vocal Workshop singers joined Nancy Argenta performing in Purcell Odes as part of Pacific Baroque Festival (February 2013).
- Student performances in Master Series concert February 27, conducted by Timothy Vernon, with run out performances in Crystal View and Millstream Elementary Public Schools.
- VCM Student Ari Kinarthy (Music Therapy with Allan Slade), won the international Sound beam competition with his composition "Pain".
- Our students also performed in a joint VCM-VS fundraiser featuring violinist Dr. Mark Lupin with pianist Carla Dodek, and VCM Faculty in the *Classics to Celtic* concert on St. Patrick's Day. Violist Jordan Vermes, bassist Stephen James, tenor Matthew Johnson, together with violinist and fiddler Ceilidh Briscoe with her father Wayne Briscoe added a wonderfully and truly "Irish" celtic flavor to the second half of the program.
- VCM students took the majority of all Strings chamber music prizes (Junior, Intermediate, and Senior categories) in 2013 Greater Victoria Performing Arts Festival, violist Jordan Vermes won top prize in the festival, and the Collegium quartet advanced to the Nationals in Waterloo Ontario, and won first prize. Violinist Blythe Allers also advanced to the Nationals in the solo violin category. VCM students took many more prizes, such as pianists Masahiro Miyauchi (first prize in senior division), Keaton Ollech (runner up in intermediate division and winner of the Canadian Class), in voice, piano, and winds/brass categories, advancing to the provincials.
- VCM composition student Brian Fremlin won first prize in CFMTA's National Young Composers competition with his Piano Sonata first movement.
- VCM students accepted into renowned summer camps: Jordan Vermes – Domain Forget (QC), Nate Bomans – National Youth Orchestra (Ontario), Bronwyn Kure, Rae Gallimore, and Jacob van der Sloot – Morningside Music Bridge (Calgary), Jacob also took part in the prestigious Perlman Music Program (New York).
- VCM piano student Keaton Ollech (May Ling Kwok) won Sooke Philharmonic concerto competition and VCM piano students Erik Manning and Carter Johnson performed with the VS for Symphony Splash.
- Over 50 VCM students performed as part of the VCM's Garden Tour in May 2013, which despite a little sprinkling of rain now and then was a great success. Our students have performed at over 200 concerts and events in the community over the year, entertaining audiences at various VCM functions, and out in the

community at public and private functions, including Government House, Collegium student performances on Hornby, Denman, and Salt Spring Islands, and in May 2013, at Eric and Shirley Charman's 50th wedding anniversary celebration.

Within the walls of the VCM, our academic programming continues to evolve, with a number of exciting new initiatives having taken shape over the course of the year.

- **Post-secondary Certificate in Music Technologies:** a project led by VCM Post-Secondary Studies Director Mary Byrne, together with the highly knowledgeable and inspirational help of VCM board members Gary Garritan, Gary Karr, VCM's Theory/Composition Department Head Stephen Brown, and from UVic Faculty Peter Driessen and Kirk McNally, and in partnership with Camosun College. The certificate program is the first of its kind in Canada with it to be delivered entirely via online distance learning. By the end of the season (August 2013) the framework for the certificate program had been laid, and course descriptions approved through the Camosun Education Council. The VCM's first Music Technology specialist Jonathan Haek had been hired, and was busy developing a new university-transfer elective course, Introduction to Music Technologies (MTEC100), to be tested and launched in the 2013-2014 academic year. This course serves as a prerequisite to a suite of 5 mandatory courses that follow and form part of the certificate: Digital Notation and Scoring, Music Sequencing and DAW, Virtual & Software Instruments, Music Recording: Fundamentals, and Digital Audio Mixing & Editing. Two electives will complete the certificate, with choices being Internet Applications for Musicians, Business of Music 1 and 2, or Media Composition Workshop. The current plan is to roll out the new certificate over the course of the coming two academic years.
- **VCM Mobile Music Lab:** a new initiative brought to life through the generous support of the Telus Foundation, and in partnership with Adventus International, a music software company based in Halifax NS. The VCM acquired a set of 14 laptops with electronic keyboards and headphones, and with the interactive animated software Children's Music Journey installed, instructor Andrea Cave trained as the initial program facilitator, VCM is prepared to launch this new after-school program that can be offered both within the VCM, or locally in schools, community centres, or libraries. In addition, through the assistance of the Telus Foundation grant, the VCM is able to launch a new "in school" component of the Mobile Music Lab using the Adventus interactive music education software Piano Suite Premiere, as a special outreach pilot program in the George Jay Elementary School, starting in September 2013. This new program will be introduced to grades 4 and 5, and form part of the students' regular school day of learning. With music keyboards and software added to the school's existing computer lab of 28 stations, VCM instructor Andrea Cave will work with students, of whom the overwhelming majority are marginalized, and include a number who are learning English for the first time, as well as students with behavioral challenges and/or special needs. The results gleaned through teacher observation and direct feedback from students, teachers, and parents, will fuel this initiative further to becoming part of more public and private schools throughout the GVA and beyond. This is an exciting initiative as it points to a workable option that ensures quality music education that also embraces cutting edge technology, can be made available as a viable alternative to enhance existing music programs, or be introduced as an entirely new music program with low manageable operational costs.
- **Furthering the new academic vision:** Through ongoing planning and working discussions with the AD as well as periodic input from the VCM's Artistic Advisory Committee, three main areas for academic development were the focus this past year.
 - **School of Contemporary Music** – the main approach towards the type of learning models to be used in this area will be focused on the fact that many amateur (and professional) contemporary/pop musicians are primarily self-taught. Instructors will be seen as "coaches" and "go-to resources". Introductory instrumental classes will be multi-tiered leading towards participation in ensembles/combo/bands. Regular weekly drop-in jamming sessions will allow local bands to try out tunes (new and existing) in a safe and supportive environment. Whether students come to learn vocals, guitar in one of many forms, drums, bass, keyboards, horns, or other, the goal will always be to give students the essentials first so that they are able to start making music right away – through simple improvisation, and build from there. Stage presence, self-marketing/promoting, recording techniques, and other practical skills every pop musician has need of in the professional world, will be made available through various formats, such as clinic/workshop, online pre-recorded instructional videos and other resources (distance learning), and formalized programs. The VCM will strive through the new School of Contemporary Music, to establish itself as a source for performing opportunities for amateur bands.

- **School for Music Creativity & Innovation** – starting in September 2013, Stephen Brown will be moving into a newly created position of Composer in Residence, and as such, a coordinator function shall be created to oversee community theory class and private instruction logistics, as well as to work in step with the Director of Post-Secondary Studies. Over the course of the 2013-2014 academic year, the Dean will work closely with the existing Theory/Composition, and newly appointed Music Technology faculty, to redefine the department as a place for unrestricted creative thinking. A Music Technology Lab shall be created through the enhancement of the existing digital piano lab, and subjects such as song writing, improvisation, film scoring, writing audio for various media, ear training/musicianship, formal composition and classical theory subjects, as well as experimental music sessions will be mainstays in this redeveloped area of study, set to launch in September 2014.
- **Faculty Teaching Assessment Program** – over the course of the year, the AD working closely with the Dean have worked together to create a three-prong program that allows for teaching successes to be identified and celebrated, and challenges requiring improvement to also be localized and appropriately mentored. In late spring/early summer 2013, an informational package was sent out to faculty for members to familiarize themselves with, and in October/November 2013, information sessions will be held. The initial overall response has been positive, and as the main focus on this program is to help our faculty achieve their best in teaching, so that in turn their students will also achieve their best, the end result will be many more wonderful stories to tell (as further above) about the successes of both our faculty and students in the VCM and out in the community. Creating and implementing this program satisfies the strategic plan, but also provides a transparent process around accountability for academic quality at the VCM.

In closing, we must all remember that the VCM represents a vibrant community of individuals sharing and learning about music, for the love of music. I look forward to the 2013-2014 year, with excitement, anticipating the 50th anniversary celebration of the VCM, and the further unfolding of the many new initiatives.

Stephen Green

Dean



The greatest part of any AGM is the opportunity it provides to express our sincere gratitude to you, our loyal and committed members and donors; it gives us a chance to publically recognize and sincerely thank our incredible management team and devoted, hard-working staff members; it provides an occasion to honour our current, incoming and sadly departing members of our Board of Governors whose support, advice and expertise are and have been critical to our progress; 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.

It's hard to believe, but we have been working very hard to transform this organization for five years now! With five years "under our belt" and the fact that we are fast approaching our 50th anniversary this coming May, I am going to give an update on what we have become where we are headed in the next 50 years.

Five years ago the VCM was in crisis and close to closing its doors. With your loyal and generous support, a strong and competent Board of Governors, a capable and committed staff and management team, a strategic direction, and a whole lot of hard work, we have strengthened and revitalized the organization.

I hope you will agree that our programs have become far more extensive and, in some cases, far more impressive than most people realize:

- Our **Children's Music Education and Outreach** programs were only introduced three years ago for children four months to nine years. These programs were created by Dr. Johanne Brodeur, based on research demonstrating that children who learn music early in their lives display superior cognitive performance in language, reading and mathematics, and that music facilitates learning, discipline and pride while increasing self-esteem. Based on the immediate success and response to these programs, we quickly realized we needed to start taking them out into the community to families restricted by geographic and financial challenges; this gave birth to the VCM's first **Children's Outreach Programs**. We are now delivering children's music programs to over **800 children and families** in 38 locations in the Greater Victoria Regional District including: inner-city daycares, pre-schools, first nation friendship centers, after school programs, libraries and community centers. As well, we are particularly proud of a pilot program just launched this past September at George Jay Elementary School, the most underserved school in the public school system. 28 elementary school children are now able to experience the developmental benefits of music through our **Mobile Music Lab** which uses computers to teach music. The children in this program are already demonstrating academic improvement and three additional schools have committed to the program this coming fall.
- Our **Community "Conservatory" School** programs, for which the VCM is best known, includes **134 world class faculty** who offer training to over **1800 students** in our community - young and old, beginners or advanced - in every musical instrument and discipline through an extensive array of individual and group lessons: keyboard, voice, strings, winds, brass, percussion, jazz and theory and composition. For the last four years, we have also been building our **Summer Academy program** which is garnering national attention in the disciplines of voice, strings and piano while also serving our local community with summer programs for children, youth and adults in other areas. Our Community School is also home to our **Opera Studio program**, and we are in discussions with Pacific Opera Victoria to identify how we can work together to deliver an enhanced program for these young vocal artists.

Some interesting facts: to illustrate the quality of our teaching, this past spring 50 of our own VCM students won medals during the six week Greater Victoria Performing Arts Festival and, at present, our youngest VCM community student is 4 months old and our oldest is 92.

- Less well known is the VCM's **Professional School** which offers two post-secondary programs in **partnership with Camosun College** for students wishing to pursue a professional career in music. We offer two-year diploma programs in Music and Jazz Studies, credit from which is transferable to major universities in Canada for those wishing to complete a bachelor degree in music. There are currently **68 students** enrolled.
- Our **Collegium Program** has been created for gifted young musicians between the ages of 12 and 19. Students audition to be accepted into the program, which offers the opportunity to work individually with our own world class faculty and visiting master artists, combined with in-depth instruction through master-classes, one on one coaching, and ensemble and performance training and preparation. **57 students** are currently enrolled, and this past year alone five of our graduating Collegium students were accepted into some of the world's most prestigious music schools: Juilliard, the Curtis and Cleveland Institutes of Music, Peabody Institute and the New England Conservatory.
- Finally, the VCM is home to the most respected and renowned **Music Therapy Program** in North America. This program now serves over **1600 children, youth, adults and seniors** in our community who suffer from developmental, emotional and physical challenges as well as those who experience chronic pain or facing end of life challenges. Our team of professional music therapists works with clients in our own VCM studios, including our state-of-the-art multi-sensory room, and in hospitals, group homes, long-term care facilities, schools and hospice. I am constantly overwhelmed when witnessing the amazing healing power of music.

We have worked very hard over these past few years to develop and strengthen these programs which currently and collectively **reach over 4300 people** in our community, but we believe there is a whole lot more we can and should be doing to bring **more music to more people in more communities**. We have been very busy developing exciting plans to make that happen in our future.

The VCM is turning 50 in May of this year and we are set to ramp it up and use our 50th year to celebrate our successes, our alumni, our faculty, our students, and our donors. Some amazing anniversary concerts and events are being planned, beginning on May 31st with our first Gala Alumni Concert which will bring together some of the VCM's most celebrated and renowned alumni.

We also want our anniversary year to be more than a series of concerts and events, and will use it as a platform from which to announce some new and major initiatives:

- In May we will be announcing to the rest of the community the opening of a new **School of Contemporary Music** to help attract and retain many students who wish to follow their interests from classical training to more contemporary genres such as rock, pop, indie, and folk.
- We will launch a new **School of Music Creativity and Innovation** which will focus on new ways to learn music and theory, including new opportunities for distance learning for remote communities in BC. Most exciting is the development of the first **Music Technology Certificate program** of its kind in Canada, again in **partnership with Camosun College**, which will provide students with fluency in digital notation, scoring and sequencing as well as software instruments, recording, mixing and sound editing. This program will be delivered on-line beginning in September 2014 and will prepare students for careers in the burgeoning industries of gaming, TV and film.
- With the very important goal of taking the VCM to other communities outside of our geographic area, we are planning to open our very first **Satellite location** in the new YM/YWCA complex in Langford to further serve the growing population of families with young children in the Western Communities. It is exciting to think that we can be part of a family destination. We are also talking to the "Y" about providing the music programming for their other newly announced location at Eagle Ridge in View Royal. It seems to be a perfect fit!

Each one of these new initiatives will enable us to extend our reach into the community and provide increased opportunities for us to increase our earned revenue.

On another note, we are saying good-bye to two very important Board members at the end of their two three-year terms: **Bob Waldhaus** and **Bruce Dutton**. Both of these outstanding Governors have been a very significant part of our transformation; they have seen us through those early years of strife and crisis and been part of helping us find solutions and build opportunities. Bob has served passionately on our Building Committee as is responsible for getting us the two new entrance doors on Johnson Street, and Bruce has served wonderfully on our Artistic Advisory Committee and has been instrumental to our future artistic programming and delivery. They have enriched this organization and will always have a home at the VCM.

This will also be the last AGM for our CFO, **Jacalyn Weech**. Those of you who have been around since we began this journey five years ago know the powerful impact that Jacalyn has had on our VCM transformation. We could never have achieved what we have without her expertise, her drive, her hard work, dedication, commitment and her extraordinary ability to not only restructure the VCM financially but to use her financial acumen to reconstruct all of our VCM operations. It has been a remarkable experience to work beside this very accomplished, talented, disciplined and positive person and the impact that Jacalyn has had on the Victoria Conservatory of Music cannot be measured.

To conclude, it is an exciting time in the journey of the Victoria Conservatory of Music, and we hope you will be inspired to help us continue “Breathing Music into Life”.

Jane Butler McGregor

CEO



Barbara Smith

Barbara Smith has extensive leadership and administrative experience in education with an emphasis on Special Education and elementary school teaching and administration. She graduated from the University of Victoria with a Master of Education in Remedial Reading and Special Education. In 1978 she started with the Greater Victoria School District as Supervisor of Special Education with responsibility for all district special needs programs followed by a one year secondment with the Ministry of Education as Director of Special Programs for the province. Following the Ministry secondment she returned to Victoria as principal of four special needs designated schools: Victor School, G.R. Pearkes Centre, Queen Alexandra Hospital and Leger House. She concluded her final years as principal at the following elementary schools: Burnside, Sundance and Ecole Glanford. During this time in 1991 she created her own company called Focus Conferences which specialized in conference/event planning and educational consulting focussing on children with disabilities with the exception of the conferences that addressed the needs of the aboriginal community.

Barbara is also a very active community leader who has served on the Boards of the Garth Homer Society, Pacific Opera Victoria, The Belfry Theatre, and is currently actively involved in the new StreetSmart Victoria initiative.

Marsha Elliott – Faculty Representative (non-voting)

Flutist Marsha Elliott is an acclaimed soloist, chamber musician and educator. As a performer she has toured throughout Canada and the US and has been seen and heard on national television and radio. Getting her musical start at the VCM, Marsha quickly became a musical force winning top honors at examinations and competitions both locally and nationally. She also holds a B.Mus. in Performance from the University of Toronto, an M.Mus. in Performance from the State University of New York at Stony Brook, and spent a year in the Professional Winter Residency Program at the Banff Centre for the Arts.

At the VCM, Marsha maintains an active and dynamic flute studio, teaches regular master classes, and teaches within the VCM/Camosun College Diploma Program. In September 2013 she was appointed VCM Schools Liaison, for which her duties include developing and maintaining relationships with the school principals and music teachers of the local school districts in the CRD, and coordinating VCM faculty lead clinics, student performances, and other music education activities for these schools. <http://vcm.bc.ca/marsha-elliott/>

Erin Fraser – Staff Representative (non-voting)

Erin Fraser joined the VCM in October 2006 as a Reception and Registration clerk. Following tenures as Student Accounts Coordinator and Assistant to the Registrar, she took the position of Executive Assistant in 2009 following the arrival of CEO Jane Butler McGregor. Artistic by nature, Erin has recently adopted principal graphic design responsibilities for the VCM, including the Course Calendar and most fundraising and event materials. The balance of creative and administrative work, along with a passion for music instilled at an early age, keeps her engaged and inspired.

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

David Adams