



1. **Call to Order** – Shannon von Kaldenberg, President
2. **Approval of Agenda**
3. **Approval of Minutes of December 12, 2019 AGM**
4. **President's Report** – Shannon von Kaldenberg
5. **Financial Report**
 - a. **Treasurer's Report** – Governor Susan Snell
 - b. **Presentation of 2019/20 Audited Financial Statements** – Chris Kask, CFO
6. **Appointment of Auditor for 2020/21**
7. **Management Reports**
 - a. **Dean's Report** – Stephen Green
 - b. **CEO's Report** – Jane Butler McGregor
 - c. **Presentation of New 5-Year Strategic Plan** – Jane Butler McGregor
8. **Approval of Special Resolutions**
9. **Election of Governors and Officers**
 - a. **Election of incoming Board Nominees**
 - b. **Re-election of current Governors to a second term**
 - c. **Election of non-voting Representatives**
10. **Other Business**
11. **Adjournment**

Governors present: Ed Chwyl, *Past President*; Roy Cullen, *President*; Richard Fisher; Bijan Neyestani; Barbara Smith; Susan Snell, *Treasurer*; Shannon von Kaldenberg, *Co-Vice Chair*; Shelley Williams (incoming); Bryan Wilson, *Co-Vice Chair*

Staff/Faculty present: Tereza Anderson, *Marketing Manager*; Jane Butler McGregor, *CEO*; Stephen Green, *Dean*; Chris Kask, *CFO*; Judi James, *Manager, Donor Relations*; Joan Milley, *Development Officer, Special Events & Sponsorship*; Terri Myhr, *Manager, Development Services*; Micki Stirling, *Animateur*; Barbara Sutton, *Chief Development Officer*

Scribe: Kelsey Gilker, *Executive Assistant*

Number of Members present: 24

1. **Call to order:** 4:01pm

2. **Approval of Agenda**

Motion: that the Agenda be adopted as distributed.

Moved by Ms. Joan Peggs. Seconded by Ms. Sheila Linder. None opposed, motion carried.

3. **Approval of Minutes of December 4, 2018 AGM.**

Motion: that the minutes from the last Annual General Meeting on December 4, 2018 be approved as distributed.

Moved by Governor Chwyl. Seconded by Governor von Kaldenberg. None opposed, motion carried.

4. **President's Address**

- President Roy Cullen will be stepping down as Board Chair after holding the position for the last 5 of 8 years he has served on the Board. The Chair position will now transfer to Shannon von Kaldenberg who has had an exceptional career in the not-for-profit and philanthropy sector.
- This year we achieved a small operating surplus, as well as an enormous increase in fundraising activity and revenue (\$2.3M combined in both operating and restricted funds).
- Westhills satellite location saw continued growth of 34% and we are very encouraged with the momentum that continues to build there.
- The Property Development Committee has continued to work very hard this year. Its mission is to “fully investigate options, partnerships, and resource requirements for providing a facility to accommodate the Victoria Conservatory of Music in the long-term, and to recommend a solution.” It has, indeed, done so and will be ready to make a recommendation to the Board within the current fiscal year.
- We are pleased to report we achieved 97% of the goals laid out in the previous 3-year Strategic Plan. We have engaged strategic planning consultant and specialist, Cathy McIntyre, on the next Strategic Plan which is expected to be completed in January 2020 and presented in February 2020.
- Board development is always an important part of the governance process. We are pleased to present two new Board nominees, Michael McEvoy and Shelley Williams. Both nominees bring a tremendous background in the business, not-for-profit, development, education and government sectors.
- Heartfelt gratitude to Governor Chwyl who will be stepping down from Past Chair but will remain with the VCM as Honorary Governor.

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

Moved by Ms. Micki Stirling. Seconded by Mr. Stephen Green. None opposed, motion carried.

5. Strategic Planning Update

- Strategic Planning Facilitator, Cathy McIntyre, gave an update on the current Strategic Planning process: late December Ms. McIntyre will be consolidating feedback from stakeholder consultations; mid-January a facilitated session with Board and Management will take place; late-January the Strategic Plan will be crafted; end of January the plan will be presented to the Board for final approval.

6. Finance Report

The Draft 2018/19 Audited Financial Statements were previously distributed.

a. **Treasurer's Report** - Governor Susan Snell

- Thank you to our auditors, Grant Thornton LLP. Consistent with prior years, the Audit Finance Committee met with the auditors in November and no material issues were reported.
- Important highlights include: VCM continues to grow earned revenues at a measured pace; the current focus is on the VCM's Westshore location, School of Contemporary Music and School of Music Creativity and Technology; the Endowment Fund at BMO currently sits at \$1.2M, and long-term sustainability remains paramount.

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

Moved by Governor Wilson. Seconded by Ms. Shelley Williams. None opposed, motion carried.

b. **Presentation of 2018/19 Audited Financial Statements – Chris Kask, CFO**

CFO Chris Kask spoke to the Audited Financial Statements, year-end August 31, 2019

- The Balance Sheet shows some significant changes including:
 - The increase in Long Term Investments due to increases in the Endowment Fund (growth and new donations), but we continue to shift \$200K/year off our books to the Victoria Foundation in order to take advantage of Federal Government matching incentives.
- The debt of \$440K showing is the mortgage owing to the bank coming due in April 2020. The VCM intends to renew the mortgage.
- VCM has activity occurring in 5 different funds, the first being Operating Funds.
 - This tracks general day-to-day operations. Before transfers, the Operating Fund Net Income is just over \$3K this year, basically at break-even.
 - Operating revenues of \$4,969,398 are made up of Earned revenue (72%) and Contributed/Fundraising revenue (28%).
 - Community Programs tuition was very slightly down, with a 1% decrease. Westhills grew 38% and is on its way to breaking even. Music Therapy grew by 2%, and Postsecondary and Collegium both had larger decreases due to slightly lower number of students in each program.
 - Overall VCM saw an increase in fundraising revenue. Individual Giving saw a large increase of over \$240K due to a surprise \$100K donation, and some bequests of which there were none in the prior year. Grants/Gifts received via a Foundation were down, largely due to \$50K normally received this way, which came as an Individual Gift instead. Endowment Income continues to grow as the Victoria Foundation fund is growing both from market growth and additional contributions.
 - As shown under Comparison of Expenses, Wages & Benefits represents 85% of the Operating Costs. The 3% decrease in Wages & Benefits shown is partly due to staff vacancies. The decrease in Faculty costs is expected due to the decrease in revenues and volume of tuitions. All other expense categories were down marginally.
 - Over 5 years, Earned Revenue has shown a 13% increase. Fundraising is variable and was higher in 2014/15 and 2015/16 due to the 50th Anniversary campaign. There has been a 6% increase in Operating Expenses over five years.
- Aside from the Operating Fund, there are 4 other funds:
 - The Internal Fund has \$96K set aside from the 50th Anniversary funds, plus some funds for the new Music Wellness Program and the Music Outreach Programs. A portion was used during the year to cover Westhills start-up losses.

- The Capital Asset Fund saw revenue mainly due to a donation for new IT upgrades, and a Gaming Grant for the Johnson Street Parking Lot Project.
- The Endowment Fund managed by VCM and BMO is at \$1.169M and grew by its investment returns, its growth, and \$577K worth of donations. It paid out \$105K in Scholarships & Bursaries to support students, and had \$715K transferred out to the Victoria Foundation to get matched by the Federal CCIF program.
- The Restricted Fund grew from grants & donations of \$100K. It paid for some Music Therapy costs and paid out \$82K in Scholarships & Bursaries to support students. It has \$208K sitting in reserve.
- In addition to Endowment funds held at BMO Nesbitt Burns, the VCM is also the beneficiary of trust funds managed outside of the organization:
 - In Note 10, on page 10 of the financial statements, the VCM discloses other endowment funds held at the Victoria and Vancouver Foundations.
 - The Victoria Conservatory of Music Fund was established several years ago through transfers from VCM, maximizing provincial matching incentives. Other Named Funds were and continue to be established by donors resulting in annual disbursements for either operating or scholarships and bursaries. These funds are currently valued at \$9.7M, up from \$8.8M last year. There are several significant newer funds which we will be receiving full distributions from in 2-3 years – The Eric and Shirley Charman Young Musicians Bursary Fund (which had more added to it this year), the Joan C. McCarter Foundation (our share, worth \$3.2M will result in \$125K/yr). They distributed \$214K last year, and after 3 years will be distributing over \$359K/year.

Motion: that the 2018/19 Audited Financial Statements as prepared by Grant Thornton LLP. be approved as distributed.

Moved by Governor von Kaldenberg. Seconded by Ms. Shelley Williams. None opposed, motion carried.

7. Appointment of Auditor for 2019/20

The VCM has been very pleased with the firm of Grant Thornton LLP and recommend that they be used for the coming year.

Motion: that the VCM engage the firm of Grant Thornton LLP. as the auditor for the 2019/20 fiscal year.

Moved by Governor Snell. Seconded by Ms. Joan Peggs. None opposed, motion carried.

8. Management Reports

a. Dean's Report – Stephen Green

- VCM library relocation into the main building meant a classroom puzzle to solve. The end result of which was the library moving to room 113, and Music Therapy Department Head Dr. Johanne Brodeur moving into room 203. Thank you to VCM Librarian, Robin Belcher, and VCM Facilities staff for their herculean effort in moving thousands of items.
- Many instruments were acquired and sold this year. Items sold or disposed of included a number of older upright and grand pianos, a full-size electronic practice organ, and 10 old Clavinova digital pianos. The VCM was fortunate to receive several piano donations which enabled much needed instrument upgrades in several studios. A successful auction at Tarisio's in New York City of a late 18th century cello donated in 2016 to the VCM yielded enough to help pay off the new Yamaha C7X Concert Grand in Wood Hall.
- The Postsecondary Diploma Program saw an increase of approximately 8% in full-time student enrolment. The Certificate in Music Technologies also saw a marked increase. The year-to-date tuition revenue reading from October 2018 revealed some Community Music programs were behind, primarily in the Conservatory School of Classical Music. The School of Contemporary Music also showed a slight decline; however, it bounced back showing a slight increase year-over-year.
- We continue to see a decline in interest in Classical music study for both school-aged beginner students and adult students. To help grow awareness, both the Spark to Flame concert (March 1, 2019) and New Orford String Quartet concert (April 4, 2019) were free admission for all school-age children.
- During the 2018-19 year, we collaborated with the Westshore Arts Council on a number of concerts and events to help boost awareness around the VCM's Westhills location.
- With renovations to Wood Hall complete, we launched a new Faculty Chamber Music Series as part of VCM Presents for 2018-19. Department Heads Simon MacDonald (Strings), Robert Holliston (Keyboard), Ingrid

Attrot (Voice) and Emily Nagelbach (Winds & Brass) all took part. The series culminated with a performance by VCM alum, Jonathan Crow, in Alix Goolden Performance Hall on April 4.

- Department highlights include:
 - The Department of Early Childhood Music was pleased to welcome Julie Ryning to the faculty. Looking ahead the department anticipates offering bilingual classes for 2020-21.
 - The Department of Music Therapy shows continuous growth at 3 locations and there are long waitlists, which means the team will expand in 2019-20.
 - The Winds & Brass Department's priority has been to grow the student body and ensure they have the right faculty to support programming for all levels. Three new clarinet and trombone faculty members have been added, and the year-ended with the Collage Concert in AGPH – a true celebration of everything wonderful happening in the department.
 - The Voice Department's highlight was simply all the outstanding performances by students: Opera Studio's *Magic Flute*; solo performances with POV, Victoria Symphony, Victoria Baroque, Victoria Philharmonic Choir and Pacific Baroque Festival; all those who took part in Collegium, the Mahler Project and 2019 Summer Academy. On a somber note, former Voice instructor and founder of Opera Studio, Selena James, passed this year and a memorial was held May 25th in AGPH to celebrate her life.
 - The Keyboard Department highlights include the amazing masterclass and performance by German pianist Martin Stadfeld on VCM's cherished Hamburg Steinway concert grand, the success of the fundraising concert "Save the Steinway" on May 26th of that year.
 - The VCM Strings Department and Collegium program have had a very productive 2019, continuing to foster and recruit top student talent. Collegium attracted a stream of internationally recognized clinicians for weekly masterclasses, including: New Orford String Quartet, Lafayette String Quartet and Timothy and Nikki Chooi.
 - Highlight for the Chwyl Family School of Contemporary Music was the acceptance of two BC Fiddle Orchestra members into the prestigious Berkley College of Music in Boston. Emmett Hodgins was offered a scholarship, but decided to go to Humber College in Toronto for their first postsecondary year. Isaiah Smith received the Slight Family Scholarship which covers full tuition, room and board, and a laptop for all four years.
 - The major highlight for the School of Music Technology & Creativity was the Pitt and Sheila Linder Music Technology Lab, the redevelopment of a percussion studio to a live recording Listening & Control room, and the development of a professional level Recording & Production program.
 - Despite the number of applicants decreasing over the past 2 years, the Department for Postsecondary Studies saw the largest cohort of Diploma in Music Performance applicants since the 2016-17 academic year.
- 9. Select student successes include: Voice student and Collegium alum Clayton Butler was awarded \$60,000 USD scholarship to attend Interlochen Center Arts Academy in Michigan; violist Jacob van der Sloot graduated from the Julliard School of Music and won a position in the Vancouver Symphony; and, Keisha McKay, student of Dr. Yoom Kim, performed in Carnegie Hall in New York City as part of a festival for young pianists.

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

Moved by Mr. Bob MacDonald. Seconded by Governor Smith. None opposed, motion carried.

b. CEO's Report – Jane Butler McGregor

- The previous 4 years have focused on successfully integrating the numerous initiatives launched as part of the 50th Anniversary campaign: the Chwyl Family School of Contemporary Music has become vital to our community; the new School of Music Technology and Creativity is flourishing; and, the Westhills satellite location continues to grow at a substantial rate.
- The Development team, without a Chief Development Officer (CDO) in place last year, collectively raised \$2.4M (\$1,392,378 in Operating and \$888,353 in Restricted and Capital funds) – almost \$1M more than the year prior. New CDO, Barbara Sutton, joined the VCM right at the end of the last fiscal year on August 6th, with an impressive background in the Development/Philanthropy sector.
- The past year was spectacular for Marketing – several highlights include: 3,351 VCM Presents concert tickets sold (average of 12% increase year over year); 13 free editorial features; 25.3% increase in social media

followers; 15% increase in newsletter followers; refreshed branding toolkit created by Trapeze Consulting; website improvements to the Events Calendar.

- Select Facilities highlights include: 98% completion of Wood Hall upgrades; completion of Metro Theatre and 2nd floor washrooms; build out of fabulous new Pitt and Sheila Linder Music Technology Lab; creation of brand-new recording and production studio made possible by Dick and Linda Auchinleck; start of new IT Refresh made possible by Bob and Devi Jawl; implementation of new Venues box office system; groundwork on Johnson Street Parking Lot Project, made possible by funding from the BC Government, BC Gaming, Chard Developments, Jawl Residential Developments, Cox Developments, an anonymous donor and an appeal sent to our own students and faculty.
- The Property Development Committee, a sub-committee of our Board Building Committee, reported no tangible near-term partnership opportunities nor developer interest in the current property. Thus, the Committee focused on the feasibility of developing the current property to satisfy the VCM's needs on its own account. A facilities audit is underway for a promising financing source: the Canada-B.C. Investing in Canada Infrastructure Program
- My heartfelt gratitude to 3 Board members. Ed Chwyl will be moving from Past Chair to Honorary Governor, Roy Cullen from Chair to Past Chair and Shannon von Kaldenberg will be stepping into the role of Chair. Thank you all, deeply, for your dedication and commitment to the VCM!

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

Moved by Governor von Kaldenberg. Seconded by Ms. Shelley Williams. None opposed, motion carried.

10. 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:

- Shelley Williams – Retired lawyer and advancement professional.
- Michael McEvoy – Information and Privacy Commissioner for B.C.

Motion: that these nominees be accepted as a Governor of the Victoria Conservatory of Music.

Moved by Ms. Joan Peggs. Seconded by Governor Chwyl. None opposed, motion carried.

b. Election of Non-Voting Representatives

Board Representatives have been nominated by their peers to stand for a one-year term:

- Erin Fraser, Staff Representative (non-voting)

Motion: that Erin Fraser be voted in as a non-voting representative.

Moved by Governor von Kaldenberg. Seconded by Mr. Stephen Green. None opposed, motion carried.

11. New Business

- No new business was raised.

12. Adjournment

Motion: that the December 12, 2019 Annual General Meeting be adjourned.

Moved by Ms. Joan Peggs. Seconded by Governor Wilson. None opposed, motion carried.

VICTORIA CONSERVATORY OF MUSIC

Financial Statements

Year ended August 31, 2020

VICTORIA CONSERVATORY OF MUSIC
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Year Ended August 31, 2020

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Independent Auditors' Report

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To the Members of Victoria Conservatory of Music

Opinion

We have audited the financial statements of Victoria Conservatory of Music (the "Conservatory"), which comprise the statement of financial position as at August 31, 2020, and the statements of revenues and expenditures, changes in net assets, and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies and other explanatory information.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of Victoria Conservatory of Music as at August 31, 2020, and the results of its operations and cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the Conservatory in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of management and those charged with governance for the financial statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Conservatory's ability to continue as a going concern, disclosing, as applicable, matters related to a going concern and using the going concern basis of accounting unless management either intends to liquidate the Conservatory or to cease operations, or has no realistic alternative to do so.

Those charged with governance are responsible for overseeing the Conservatory's financial reporting process.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that

includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Conservatory's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Conservatory's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Conservatory to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on other legal and regulatory requirements

As required by the Societies Act (British Columbia), we report that, in our opinion, the accounting principles in the Canadian Accounting Standards for Not-for-Profit Organizations have been applied on a consistent basis.

Victoria, Canada
November 25, 2020



Chartered Professional Accountants

Victoria Conservatory of Music

Statements of Financial Position
August 31, 2020 and August 31, 2019

						August 31 2020	August 31 2019
	Operating Fund	Internal Fund (note 15)	Capital Asset Fund	Endowment Fund	Restricted Fund	Total	Total
ASSETS							
CURRENT							
Cash and Cash Equivalents	\$ 306,623	\$ 1	\$ -	\$ 22,605	\$ 84,000	\$ 413,228	\$ 217,751
Accounts Receivable (note 3)	165,759	-	-	-	-	165,759	141,325
Prepaid Expenses	61,006	-	-	-	-	61,006	64,827
Inventory	5,585	-	-	-	-	5,585	6,028
Due From (To) Other Funds (note 4)	(48,348)	3,343	39,842	6,612	(1,450)	-	-
	\$ 490,625	\$ 3,344	\$ 39,842	\$ 29,217	\$ 82,550	\$ 645,579	\$ 429,931
NON-CURRENT							
Long Term Investments (note 6)	\$ -	\$ 51,910	\$ -	\$ 998,114	\$ 113,000	\$ 1,163,024	\$ 1,333,611
Tangible Capital Assets (note 7)	-	-	3,418,412	-	-	3,418,412	3,295,215
Due From (To) Other Funds (note 4)	81,700	-	(81,700)	-	-	-	-
	\$ 572,325	\$ 55,254	\$ 3,376,554	\$ 1,027,331	\$ 195,550	\$ 5,227,015	\$ 5,058,758
LIABILITIES							
CURRENT							
Accounts Payable & Accrued Liabilities	\$ 430,987	\$ -	\$ -	\$ -	\$ -	\$ 430,987	\$ 342,027
Customer & Student Deposits Held	165,488	-	-	-	-	165,488	114,513
Deferred Revenue (note 8)	650,587	-	-	-	-	650,587	742,777
Debt (note 9)	-	-	30,000	-	-	30,000	410,000
	\$ 1,247,061	\$ -	\$ 30,000	\$ -	\$ -	\$ 1,277,061	\$ 1,609,317
NON-CURRENT							
Debt (note 9)	\$ -	\$ -	\$ 350,000	\$ -	\$ -	\$ 350,000	\$ -
	\$ -	\$ -	\$ 350,000	\$ -	\$ -	\$ 350,000	\$ -
FUND BALANCES							
Unrestricted	\$ (674,736)	\$ -	\$ -	\$ -	\$ -	\$ (674,736)	\$ (1,129,538)
Internally Restricted	-	55,254	-	-	-	55,254	96,136
Invested in Capital Assets	-	-	2,996,554	-	-	2,996,554	3,104,993
Externally Restricted	-	-	-	1,027,331	195,550	1,222,881	1,377,850
	\$ (674,736)	\$ 55,254	\$ 2,996,554	\$ 1,027,331	\$ 195,550	\$ 3,599,953	\$ 3,449,441
	\$ 572,325	\$ 55,254	\$ 3,376,554	\$ 1,027,331	\$ 195,550	\$ 5,227,015	\$ 5,058,758

FUNDS HELD IN TRUST (note 10)

COMMITMENTS (note 11)

See accompanying notes to financial statements

Approved on behalf of the Board

Director

Director

Victoria Conservatory of Music

Statements of Operations and Changes in Fund Balances
Years Ended August 31, 2020 and August 31, 2019

						August 31 2020	August 31 2019
	Operating Fund	Internal Fund	Capital Asset Fund	Endowment Fund	Restricted Fund	Total	Total
REVENUE							
Tuitions (note 12)	\$ 3,052,936	\$ -	\$ -	\$ -	\$ -	\$ 3,052,936	\$ 3,215,127
Fees & Other Income	54,692	-	-	-	-	54,692	64,139
Investment Income (note 6)	-	-	-	31,959	450	32,409	95,547
Facilities & Events	174,077	-	-	-	-	174,077	293,797
Total Earned Revenue	\$ 3,281,706	\$ -	\$ -	\$ 31,959	\$ 450	\$ 3,314,115	\$ 3,668,610
Fundraising (note 13)	\$ 1,435,356	\$ -	\$ 189,846	\$ 206,267	\$ 110,990	\$ 1,942,459	\$ 2,284,690
Federal Emergency Subsidies	549,842	-	-	-	-	549,842	-
Gain (Loss) on Sale of Assets	-	-	(1,683)	-	-	(1,683)	(2,625)
Unrealized Loss on Investments (note 6)	-	-	-	(3,598)	-	(3,598)	(44,352)
	\$ 5,266,904	\$ -	\$ 188,163	\$ 234,628	\$ 111,440	\$ 5,801,135	\$ 5,906,323
EXPENSES							
Wages & Benefits	\$ 4,200,315	\$ -	\$ -	\$ -	\$ -	\$ 4,200,315	\$ 4,217,554
Program Costs	37,026	-	-	-	20,468	57,494	74,127
Administration	119,792	-	14,855	12,483	-	147,129	143,374
Marketing	41,714	-	-	-	-	41,714	47,649
Fundraising	21,000	-	-	-	-	21,000	66,359
Events	90,226	-	-	-	-	90,226	106,905
Facilities	306,109	-	-	-	-	306,109	315,065
Scholarships & Bursaries	-	-	-	98,145	85,121	183,266	187,277
Amortization	-	-	358,539	-	-	358,539	375,880
	\$ 4,816,181	\$ -	\$ 373,394	\$ 110,628	\$ 105,589	\$ 5,405,792	\$ 5,534,190
Excess (Deficiency) of Revenues over Expenses	\$ 450,723	\$ -	\$ (185,231)	\$ 124,000	\$ 5,851	\$ 395,343	\$ 372,133
Transfers to Third Party Endowment Funds (note 10)	-	-	-	(244,829)	-	(244,829)	(715,310)
Transfers (note 14)	4,079	(40,882)	76,793	(20,973)	(19,018)	-	-
Net Change For The Year	\$ 454,802	\$ (40,882)	\$ (108,438)	\$ (141,802)	\$ (13,166)	\$ 150,514	\$ (343,176)
Fund Balances, Beginning of Period	(1,129,538)	96,136	3,104,992	1,169,133	208,717	3,449,439	3,792,617
Fund Balances, End of Period	\$ (674,736)	\$ 55,254	\$ 2,996,554	\$ 1,027,331	\$ 195,550	\$ 3,599,953	\$ 3,449,441

See accompanying notes to financial statements

Victoria Conservatory of Music

Statements of Cash Flow

Years Ended August 31, 2020 and August 31, 2019

	August 31 2020	August 31 2019
Cash Provided by (Used in):		
OPERATING ACTIVITIES		(note 16)
Excess (Deficiency) of Revenues over Expenses	\$ 395,343	\$ 372,133
Items not involving cash:		
Amortization of Capital Assets	358,539	375,880
Donations of Capital Assets	(81,741)	(24,886)
Gain on Sale of Assets	1,683	2,625
Donations of Long Term Investments	(357,926)	(155,704)
Realized (Gain) Loss on Investments	(1,368)	(61,989)
Unrealized (Gain) Loss on Investments	3,598	44,352
Changes in Non-Cash Working Capital:		
Accounts Receivable	(24,434)	(11,481)
Prepaid Expenses	3,821	(2,534)
Inventory	443	639
Accounts Payable and Accrued Liabilities	88,959	29,577
Customer and Student Deposits Held	50,975	23,702
Deferred Revenue	(92,190)	(6,547)
Cash Flow from Operating Activities	\$ 345,703	\$ 585,768
INVESTING ACTIVITIES		
Payout of Interest in Trusts	\$ -	\$ 73,850
Purchase Of Capital Assets	(408,979)	(222,579)
Sale Of Capital Assets	7,300	84,686
Purchase Of Long Term Investments	(496,666)	(708,389)
Sale Of Long Term Investments	1,022,949	1,046,053
Reclassification of Long Term Investments to Cash	-	10,000
Transfers to Third Party Endowment Funds	(244,829)	(715,310)
Cash Flow Used By Investing Activities	\$ (120,225)	\$ (431,689)
FINANCING ACTIVITIES		
Repayment Of Debt	\$ (30,000)	\$ (30,000)
Cash Flow from (Used by) Financing Activities	\$ (30,000)	\$ (30,000)
INCREASE (DECREASE) IN CASH FLOW	\$ 195,478	\$ 124,079
Cash and Cash Equivalents - Beginning of Year	217,751	93,671
Cash and Cash Equivalents - End of Year	\$ 413,228	\$ 217,751
REPRESENTED BY:		
Cash in Operating & Chequing Accounts	\$ 227,263	\$ (96,275)
Restricted Gaming Funds	72,234	191,786
Investment Account(s)	106,605	115,714
Funds on Hand / In Transit from Third Parties	7,126	6,526
	\$ 413,228	\$ 217,751
Supplemental Cash Flow Information		
Interest Paid During Year	\$ 14,855	\$ 16,745

Victoria Conservatory of Music

Notes to Financial Statements

August 31, 2020 and August 31, 2019

1 PURPOSE OF ORGANIZATION

The Victoria Conservatory of Music (VCM) is incorporated under the British Columbia Society Act as a not for profit organization, and is a registered charity under the Income Tax Act. Its mission is to inspire, nurture and enrich lives through excellence in music education, performance and wellness.

2 SIGNIFICANT ACCOUNTING POLICIES

The VCM follows Canadian Accounting Standards for Not-For-Profit organizations in Part III of the CPA Canada Handbook. Canadian Accounting Standards for Not-For-Profit organizations are part of Canadian Generally Accepted Accounting Principles.

(A) Fund Accounting

In order to ensure internal and external restrictions placed on the use of resources available to the VCM are properly accounted for, resources are classified for accounting and reporting purposes into the following funds:

- (i) The **Operating Fund** reports the current operations and programs as well as the organization's general operations. Unrestricted contributions (donations and grants) for the purpose of operating the organization are reported in this fund.
- (ii) The **Internal Fund** reports internally restricted resources arising for the Building and Working Capital Funds. The Building Fund is available for non-budgeted building maintenance projects. The Working Capital Fund is available for non-budgeted expenditures or internally restricted uses.
- (iii) The **Capital Asset Fund** reports the assets, liabilities, revenues and expenses related to capital assets.
- (iv) The **Endowment Fund** reports resources contributed for endowment. This Fund is made up of various sub-funds, including Scholarship, Bursary, and Music Therapy sub-funds. Investment income and expenses are allocated to the sub-funds on a pro rata basis.
- (v) The **Restricted Fund** reports resources contributed for specific purposes which are restricted by the donor.

(B) Revenue Recognition

The VCM follows the restricted fund method of accounting.

- (i) Tuition fee revenue is recognized over the period of instruction. Tuition fees received in advance are deferred until the instruction period commences.
- (ii) Restricted contributions related to general operations are recognized as revenue of the Operating Fund. All other restricted contributions are recognized as revenue of the appropriate restricted fund in the year received or receivable and/or in the year in which the related expenses are incurred if the amount to be received can be reasonably estimated and collection is reasonably assured.
- (iii) Unrestricted contributions are recognized as revenue in the Operating Fund in the year received or receivable.
- (iv) Contributions for endowment and investment income thereon are recognized as revenue in the Endowment Fund in the year received or receivable.
- (v) Gifts in kind are recorded at their estimated fair market value on the date of receipt.
- (vi) The VCM would not be able to carry out its activities without the services of the many volunteers who donate a considerable number of hours. Due to the difficulty of compiling these hours and valuing these services, contributed services are not recognized in the financial statements.

Victoria Conservatory of Music

Notes to Financial Statements

August 31, 2020 and August 31, 2019

2 SIGNIFICANT ACCOUNTING POLICIES *(continued)*

(C) Cash & Cash Equivalents

Cash and Cash Equivalents are readily convertible to a known amount of cash and subject to an insignificant risk of changes in value with a short maturity of three months or less from the date of acquisition. They are held for the purpose of meeting short-term cash commitments rather than for investment or other purposes. If investments such as GICs held at year-end have a maturity date within 3 months of year-end, they are classified as Cash & Cash Equivalents.

(D) Financial Instruments

The financial instruments of the the VCM consist of accounts receivable, investments, accounts payable and accrued liabilities, deferred revenue, and debt. The VCM initially records accounts receivable and investments at fair value. In subsequent periods, investments in actively traded markets are reported at fair value, with unrealized gains and losses reported in income. Accounts payable and accrued liabilities, debt, and deferred revenues are measured at amortized cost.

Unrealized losses of \$3,598 (2019 - losses of \$44,352) have been recognized as changes in the Endowment Fund balance in the current year.

The VCM is exposed to various risks through its financial instruments and has a comprehensive risk management framework to monitor, evaluate, and manage these risks. The following analysis provides information about the VCM's risk exposure and concentration as of August 31, 2020:

- (i) Credit risk arises from the potential that a third party will fail to perform its obligations. The VCM is exposed to credit risk from customers; however, credit risk is minimized as payments for tuitions are due in part or in full at the time of registration. An allowance for doubtful accounts is established based upon factors surrounding the credit risk of specific accounts, historical trends, and other information. The VCM has a significant number of customers which also minimizes concentration of credit risk.
- (ii) Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The VCM is exposed to this risk mainly in respect of its receipt of funds from its customers and other related sources, current debt, and accounts payable.
- (iii) Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency rate risk, interest rate risk, and other price risk. The VCM is mainly exposed to interest rate risk and other price risk.

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. As at August 31, 2020, portfolio investments of \$208,449 and a USD bank account of \$22,567 are denominated in US dollars and converted into Canadian dollars. There was no significant change in exposure from the prior year.

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in the interest rates. In seeking to minimize the risks from interest rate fluctuations, the VCM manages exposure through its normal operating and financing activities. The VCM is exposed to interest rate risk primarily through its investment in bonds, floating interest rate bank indebtedness, and credit facilities.

Other price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market. The VCM is exposed to other price risk through its investment in quoted shares.

Victoria Conservatory of Music

Notes to Financial Statements
August 31, 2020 and August 31, 2019

2 SIGNIFICANT ACCOUNTING POLICIES *(continued)*

(D) Financial Instruments *(continued)*

All secured financial liabilities have a combined carrying amount as follows:

	August 31 2020	August 31 2019
Current Debt	\$ 30,000	\$ 410,000
Non-Current Debt	350,000	-
Bank Indebtedness (Overdraft)	-	82,338
	<u>\$ 380,000</u>	<u>\$ 492,338</u>

(E) Tangible Capital Assets

Tangible Capital Assets are stated at cost less accumulated amortization and are amortized over their estimated useful lives at the following rates and methods:

Land		Non-amortizable
Building	40 years	Straight-line method
Leasehold Improvements	Lease Period	Straight-line method
Computer equipment and software	4 years	Straight-line method
Furniture and fixtures	4 years	Straight-line method
Library assets	4 years	Straight-line method
Musical instruments	10 years	Straight-line method

Tangible Capital Assets acquired during the year but not put into use are not amortized until they become available for use.

(F) Use of Estimates

The preparation of financial statements in conformity with the Canadian Accounting Standards for Not-For-Profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. Such estimates include providing for amortization of tangible capital assets, valuation of accounts receivable, and accrual of liabilities. Actual results could differ from these estimates.

(G) Adoption of new accounting standard

On September 1, 2019, the Conservatory adopted new accounting standard Section 4433 Tangible capital assets held by not-for-profit organizations (the standard¹). The most significant requirements include:

- i) Tangible capital assets must be separated into their component parts, when practicable, and when estimates can be made of the lives of the separate components;
- ii) tangible capital assets and intangible assets are written down to fair value or replacement cost to reflect partial impairments when conditions indicate that the value of future economic benefits or service potential associated with the tangible capital assets are less than their net carrying amounts; and
- iii) additional disclosures when an impairment has occurred.

The adoption of the new accounting standard was applied prospectively and the figures for 2019 have not been restated. The adoption of this standard did not result in any impact on the financial statements as at August 31, 2020.

Victoria Conservatory of Music

Notes to Financial Statements

August 31, 2020 and August 31, 2019

3 ACCOUNTS RECEIVABLE

	August 31 2020	August 31 2019
Student Tuitions	\$ 50,427	\$ 121,592
Events, Grants, Sponsorships, & Administrative	114,142	24,980
Federal GST Rebate	10,500	3,322
Credit Card Processor	691	1,431
Allowance for Doubtful Accounts	(10,000)	(10,000)
	<u>\$ 165,759</u>	<u>\$ 141,325</u>

4 DUE FROM (TO) OTHER FUNDS

All disbursements are made from the Operating Fund regardless of the Fund to which the disbursements are attributed. Due to the timing of some transfers between funds, there remain balances owing between the funds. These balances are reflected in the Statements of Financial Position as Due From or Due To Other Funds. It is the policy of the VCM to repay these inter-fund balances annually, with the exception of a prior bulk mortgage payment.

In order to reduce mortgage interest, the Operating Fund transferred \$200,000 to the Capital Fund to make a bulk payment on the Debt in July 2012. There was new borrowing in March 2018 and \$75,000 was paid back to the Operating Fund for cash flow purposes. In 2019 and 2020, a large capital asset (a cello) and several pianos were sold and a portion of the proceeds was used by the Capital Fund to pay back the Operating Fund for cash flow purposes. In September 2020, a motion was passed by the Board of Directors and funds were allocated to the Capital Fund as a mortgage pre-payment, and so the remaining inter-fund balance was eliminated.

5 INTEREST IN TRUSTS

In December 2017, the VCM was established as a 4.17% beneficiary of a testamentary trust. The VCM's remaining interest of \$1,186 will be recorded as an asset upon receipt and has been received in November 2020.

In April 2018, the VCM was established as a 11.11% beneficiary of a testamentary trust. The VCM's remaining estimated interest of \$35,000 will be recorded as an asset upon receipt and is expected within the next fiscal year.

In January 2019, the VCM was established as both a defined and a 50% beneficiary of a testamentary trust. The VCM's estimated interest of \$200,000 will be recorded as an asset upon receipt and is expected over the next fiscal year.

In August 2019, the VCM was established as a 35% beneficiary of a testamentary trust. The VCM's estimated interest of \$2,800,000 will be recorded as an asset upon receipt. An initial distribution of \$1,400,000 has been received in September 2020 and the remainder is expected over the next two fiscal years.

In November 2019, the VCM was established as a defined beneficiary of a testamentary trust. The VCM's stated interest of \$30,000 will be recorded as an asset upon receipt and is expected over the next fiscal year.

In March 2020, the VCM was established as a defined beneficiary of a testamentary trust. The VCM's stated interest of \$200,000 will be recorded as an asset upon receipt and is expected over the next fiscal year.

Victoria Conservatory of Music

Notes to Financial Statements

August 31, 2020 and August 31, 2019

6 LONG-TERM INVESTMENTS

	August 31 2020	August 31 2019
Operating Fund	\$ -	\$ -
Internal Funds	51,910	-
Endowment Funds	998,114	1,215,611
Restricted Funds	113,000	118,000
Total at Fair Market Value	\$ 1,163,024	\$ 1,333,611

Investment by security type is as follows:

	Operating Fund	Internal Fund	Endowment Fund	Restricted Fund	August 31 2020 Total	
Fixed Income	\$ -	\$ 51,910	\$ 364,520	\$ 113,000	\$ 529,430	46%
Equity - Canadian	-	-	\$ 384,120	-	384,120	33%
Equity - Foreign	-	-	\$ 249,474	-	249,474	21%
	\$ -	\$ 51,910	\$ 998,114	\$ 113,000	\$ 1,163,024	100%

Investments quoted in an active market are measured at fair value. Investment income includes interest and dividends earned and realized gains and losses. Transaction costs incurred are expensed as incurred in the respective fund.

7 TANGIBLE CAPITAL ASSETS

	Cost	Accumulated Amortization	August 31 2020 Net Book Value	August 31 2019 Net Book Value
Land	\$ 650,319	\$ -	\$ 650,319	\$ 650,319
Building	5,969,200	(3,765,458)	2,203,742	1,999,073
Leasehold Improvements - Westhills location	368,687	(331,572)	37,116	110,853
Computer equipment and software	328,402	(241,706)	86,696	68,408
Furniture and fixtures	451,053	(361,803)	89,251	138,498
Library assets	64,963	(63,521)	1,442	5,003
Musical instruments	1,482,322	(1,132,475)	349,847	323,060
	\$ 9,314,947	\$ (5,896,535)	\$ 3,418,412	\$ 3,295,215

Victoria Conservatory of Music

Notes to Financial Statements

August 31, 2020 and August 31, 2019

8 DEFERRED REVENUE

Deferred revenue represents specific purpose grants and tuition relating to future periods as follows:

	August 31 2020	August 31 2019
BC Arts Council	\$ 159,397	\$ 151,040
BC Gaming	71,500	71,500
Camosun Base Funding	185,000	187,500
Capital Region District	55,000	55,000
Lease Inducement	5,212	17,720
Children's Health Foundation of Vancouver Island	10,000	20,000
NRS Foundation	-	17,500
Student Tuitions	87,948	208,301
Various	76,530	14,216
	<u>\$ 650,587</u>	<u>\$ 742,777</u>

9 DEBT

The VCM has a \$500,000 overdraft facility with the Bank of Montreal of which \$0 was used as at August 31, 2020 (August 31, 2019 - \$147,126). The overdraft, if accessed, is due on demand and bears interest at the bank prime lending rate plus 0.5% percent.

The VCM has a \$450,000 mortgage credit limit, upon which the following mortgage has been drawn:

The VCM has a \$450,000 mortgage of which \$380,000 is owing on August 31, 2020 (August 31, 2019: \$410,000). The mortgage bears interest at 3.37% per annum, repayable in monthly blended payments. The loan is due on April 23, 2022, but amortized to June 30, 2033. Management expects to renew this mortgage upon maturity on April 23, 2022.

Principal repayment terms are approximately:

2020-2021	\$ 30,000
2021-2022	350,000
	<u>380,000</u>

The overdraft, mortgages, plus credit card limits of \$20,000 are secured by a demand collateral land mortgage and assignment of rents in the amounts of \$970,000 providing a first fixed and specific mortgage charge over land and premises, and a certificate of all risk insurance showing the bank as first loss payee.

Victoria Conservatory of Music

Notes to Financial Statements

August 31, 2020 and August 31, 2019

10 HELD IN TRUST

Distributions and trust fund balances held at third party foundations are as follows:

	Share of Fund	August 31, 2020		August 31, 2019	
		Fund Balance Designated to VCM	Endowment Distributions Received	Fund Balance Designated to VCM	Endowment Distributions Received
Victoria Foundation					
Victoria Conservatory of Music Scholarship & Bursary Fund	100%	\$ 2,069,672	\$ 83,674	\$ -	\$ -
Victoria Conservatory of Music Operating Fund	100%	1,820,087	66,355	-	-
Victoria Conservatory of Music Fund	100%	-	-	3,355,749	102,294
Eric & Shirley Charman Young Musicians Bursary Fund	100%	1,258,920	15,810	1,004,563	5,440
Van Hall Fund for the Arts	100%	1,084,146	30,000	764,765	30,000
Goolden Fund	100%	390,758	14,985	388,904	14,613
Frederick William Kischell Bursary Fund	100%	153,958	6,086	153,287	5,947
Richard Margison Fund for Opera Studio	100%	63,788	2,433	63,239	2,371
Sisters of Saint Ann Young Musicians Fund	100%	24,905	992	24,873	1,005
Joan C. McCarter Foundation	Partial %	3,358,995	67,109	3,279,872	26,735
Aline and Norman Fowlow Fund	Partial %	198,854	7,323	197,587	7,145
Thomas Mayne Fund	Partial %	100,070	3,979	99,933	4,053
Elizabeth McPherson Fund for the Arts	Partial %	41,594	1,537	41,264	1,492
Norval Schroeder Fund	Partial %	34,948	1,388	34,898	1,357
Sandra and David Goodwin Fund	Partial %	25,531	1,014	25,496	1,033
Bayberry Fund	Partial %	25,510	733	25,169	578
Randy Diamond & Dree Thomson-Diamond Fund	Partial %	5,178	170	5,124	150
Michael & Anne Tyler Fund	Set distribution	N/A	1,000	N/A	-
		10,656,915	304,587	9,464,724	204,212
Vancouver Foundation (FMV as at June 30th)					
Victoria Conservatory of Music Endowment Fund	100%	257,667	10,323	264,701	10,007
		\$ 10,914,582	\$ 314,911	\$ 9,729,424	\$ 214,219

The Victoria Foundation and the Vancouver Foundation have established permanent Endowment Funds from which income is paid regularly to the VCM to be used in part for awarding scholarships and bursaries and in part for supporting operations.

In September 2019, the Victoria Conservatory of Music Fund at the Victoria Foundation was closed and its two component parts were apportioned out to the new Victoria Conservatory of Music Operating Fund and the new Victoria Conservatory of Music Scholarship & Bursary Fund.

Victoria Conservatory of Music

Notes to Financial Statements

August 31, 2020 and August 31, 2019

11 COMMITMENTS

The VCM has entered into various operating leases for office equipment, of which the annual payments individually and in total are immaterial.

The VCM entered into a five year lease agreement for 3,000 sq feet of space in the YM/YWCA building in Langford. Annual rent began in February 2016 after building completion and the lease terminates at the end of January 2021. A new lease is under negotiation but not yet signed. Lease payments, operating costs, and tax under the current lease are approximately:

	Base Rent	Operating Costs	Total Payments
2020-2021	29,530	19,103	\$ 48,633
	\$ 29,530	\$ 19,103	\$ 48,633

12 TUITIONS REVENUE

Tuitions Revenue represents tuition fees from several different programming areas as follows:

	August 31 2020	August 31 2019
Collegium Program	\$ 116,706	\$ 93,535
Community Programs	1,972,508	2,079,328
Music Therapy & Wellness Programs	426,253	519,651
Postsecondary Programs - Camosun	536,094	512,533
Postsecondary Programs - Teaching Certificate	1,376	10,079
	\$ 3,052,936	\$ 3,215,127

The Collegium Program provides an enriched curriculum to talented, motivated, teenage classical musicians. Admission is by audition and the program consists of masterclasses, coachings, seminars, and performances.

Community Programs are those directed to anyone interested in experiencing and learning music. Community programs include early childhood music programs through to adult classes on a variety of instruments and in a variety of genres. Programs occur in group as well as private lesson settings.

Music Therapy & Wellness Programs meet the needs of all ages from children through to the elderly with exceptionalities, conditions, or illnesses. Sessions may take place at the VCM or in various organizations in the community.

The Postsecondary Programs consist firstly of the Camosun music certification and diploma programs delivered in partnership with Camosun College. Secondly, the Teaching Certificate Program is the VCM's own unique one or two-year program resulting in a Certificate of and/or Advanced Certificate of Music Teaching designed to help aspiring and practicing music teachers to develop the professional skills necessary to teach.

Victoria Conservatory of Music

Notes to Financial Statements

August 31, 2020 and August 31, 2019

13 FUNDRAISING INCOME

Fundraising income represents contributed funding from various sources. These revenues account for 33% (2019 - 39%) of total revenues. All other revenues are considered earned income and represent 67% (2019 - 61%) of total revenues.

	Operating Fund	Internal Fund	Capital Asset Fund	Endowment Fund	Restricted Fund	August 31 2020	August 31 2019
Individual Donors	\$ 732,785	\$ -	\$ 189,846	\$ 73,620	\$ 35,632	\$ 1,031,883	\$ 1,081,577
Fundraising Events	11,169	-	-	-	-	11,169	86,791
Foundations/Grants	139,392	-	-	4,000	39,272	182,664	479,470
Endowment Distributions	205,520	-	-	127,647	36,086	369,253	214,219
Corporate Donors & Sponsors	60,347	-	-	1,000	-	61,347	125,844
Government Grants							
Federal - Festival Grant	6,500	-	-	-	-	6,500	3,900
Provincial - BC Arts Council - Operating Grants	134,200	-	-	-	-	134,200	124,400
Provincial - BC Arts Council - Project Grants	7,443	-	-	-	-	7,443	24,989
Provincial - BC Gaming	71,500	-	-	-	-	71,500	71,500
Municipal - CRD	55,000	-	-	-	-	55,000	55,000
Municipal - City of Victoria	6,000	-	-	-	-	6,000	11,500
Net loss on sale of Donated Items	-	-	-	-	-	-	-
50th Anniversary Campaign	5,500	-	-	-	-	5,500	5,500
	\$ 1,435,356	\$ -	\$ 189,846	\$ 206,267	\$ 110,990	\$ 1,942,459	\$ 2,284,690

14 TRANSFERS

	August 31, 2020				
	Operating Fund	Internal Fund	Capital Asset Fund	Endowment Fund	Restricted Fund
Debt Payments	\$ (44,855)	\$ -	\$ 44,855	\$ -	\$ -
Donor Directed Funding	40,882	(40,882)	-	-	-
Capital Asset Purchases	(12,920)	-	31,938	-	(19,018)
Endowment Fund Administration Fees	20,973	-	-	(20,973)	-
	\$ 4,079	\$ (40,882)	\$ 76,793	\$ (20,973)	\$ (19,018)
	August 31, 2019				
	Operating Fund	Internal Fund	Capital Asset Fund	Endowment Fund	Restricted Fund
Debt Payments	\$ (46,745)	\$ -	\$ 46,745	\$ -	\$ -
Donor Directed Funding	18,270	(61,181)	42,911	-	-
Capital Asset Purchases	(53,318)	-	57,583	-	(4,264)
Endowment Fund Administration Fees	39,588	-	-	(39,588)	-
Other Transfers	1,490	-	-	-	(1,490)
	\$ (40,715)	\$ (61,181)	\$ 147,239	\$ (39,588)	\$ (5,754)

Victoria Conservatory of Music

Notes to Financial Statements

August 31, 2020 and August 31, 2019

15 INTERNAL FUND

	August 31 2020	August 31 2019
Working Capital	\$ 55,254	\$ 96,136
Building	-	-
	<u>\$ 55,254</u>	<u>\$ 96,136</u>

The Working Capital internal funds were drawn down in 2019-2020 to use 50th campaign funds to cover the Westhills deficit, to fund a recording project, to fund Music Wellness start-up costs, and to fund Music Outreach programs in Elementary Schools.

The August 31, 2020 balance of the Working Capital fund includes remaining 50th campaign funds held to cover Westhills deficits, Music Wellness and Music Outreach funds held to run these programs in upcoming academic years, as well as funds to carryforward to the 2021 Pacific Baroque Festival.

16 REMUNERATION DISCLOSURE

On November 28, 2016 the new British Columbia Societies Act came into force. Included in the new Act is a requirement to disclose the remuneration paid to all directors, the ten highest paid employees, and all contractors who are paid at least \$75,000 annually.

During the year, the VCM did not pay any remuneration to directors.

During the year, the VCM paid \$1,168,400 in remuneration to the ten top remunerated persons who are employees or contractors, whose remuneration, during the applicable period, was at least \$75,000.

17 SUBSEQUENT EVENT

Subsequent to year end, the VCM received a \$1,400,000 initial distribution from a Bequest on September 16, 2020.

Subsequent to year end, the VCM transferred \$400,000 from the Operating Fund to the Endowment Fund, and then to Victoria Foundation on September 30, 2020, as a contribution to the Victoria Conservatory of Music Operating Fund at the Victoria Foundation.

Victoria Conservatory of Music

Notes to Financial Statements

August 31, 2020 and August 31, 2019

18 COVID-19 IMPACT ON OPERATIONS

On March 11, 2020 the World Health Organization declared the COVID-19 outbreak a pandemic which has severely impacted many local economies around the globe. In many countries, including Canada, businesses were forced to cease or limit operations for long periods of time. Measures taken to contain the spread of the virus, including travel bans, quarantines, social distancing, and closures of non-essential services have triggered significant disruptions to businesses worldwide, resulting in an economic slowdown. Global stock markets have also experienced great volatility and a significant weakening. Governments and central banks have responded with monetary and fiscal interventions to stabilize economic conditions.

Management has responded to the pandemic through applying for various government wage and rent subsidies, implementing working from home arrangements for some administrative staff, restricting building access to the public, and adopting a digital delivery model for some classes in order to prevent the spread of COVID-19. In-person board and management meetings which were originally scheduled to occur during this period have also been changed to virtual online meetings. Management believes that the pandemic has had a negative effect on the VCM's revenues, however the loss has been supplemented by government subsidies received.

The financial position and results of operations as of, and for the year ended, August 31, 2020 have captured the impact of these events. The duration and impact of the COVID-19 pandemic, as well as the effectiveness of government and central bank responses, remains unclear at this time. It is not possible to reliably estimate the duration and severity of these consequences, as well as their impact on the financial position and results of the VCM for future periods.

The 2019-20 academic year began with the added excitement of the successful Open House event on September 7, that featured almost 4 hours of concerts presented on the AGPH stage, as well as sample lessons and various instrument petting zoos. Later that month, our Classical strings students were treated to two very special masterclasses by world renowned VCM alumni Nikki and Timothy Chooi.

We had a year planned with many activities, and as usual, most of these culminate in the Spring with year-end recitals, concerts, or other types of events. However, along came a pandemic, and as of mid-March, everything changed. Perhaps one of the areas most affected by the pandemic has been concerts and events.

Concerts & Events (VCM Presents)

- The VCM Presents began the season with a new perspective on “Chamber Music” as we presented the “Folk & Contemporary Classics: Unplugged!”. Daniel Lapp and colleagues from the Chwyl Family School of Contemporary Music, performed a purely acoustic, un-amplified concert in Wood Hall, similar to how Classical chamber music concerts are presented, except Daniel’s concert also included Rhythm Tap Dancer!
- VCMP featured two more Chamber music concerts that season, both of which were new special projects, made possible through the generous support of the Victoria Foundation’s Gail O’Riordan Memorial Fund for Music and the Performing Arts: The piano quartet – Ensemble Made In Canada, presented a series of workshops to over 700 local Elementary and Middle School children, and based on their award winning Canada 150 composition project Mosaïque, a suite of newly commissioned works by 14 Canadian composers. The quartet then performed a full concert at the VCM on January 30. The second special project would feature renowned VCM alum, violinist Jonathan Crow and guest pianist Philip Chiu, to perform with the VCM’s String Orchestra in April.
- Daniel Lapp’s Home for Christmas was a great success that year, selling out all three shows, and the VCM’s Spark to Flame concert featured 10 very talented student soloists, the most yet in one concert, and included for the first time a Contemporary Fiddle work with orchestra!
- Spark to Flame was the last concert that we were able to present during our regular season in 2019-20, due to the COVID-19 pandemic that forced our sudden closure to the public in mid-March. The Opera Studio’s Xeries production, the above mentioned chamber concert, and Daniel Lapp’s Joy of Life Festival, along with the many year-end concerts and studio recitals, were all either cancelled, or postponed to the Fall, with the hope that the pandemic would loosen its grip by then and our concerts could resume. Little did we know...

Enrolment:

- In Fall 2019 we were anticipating growth overall, and as of the end of the first term saw tuitions up 4%, with all program areas showing increases year over year. However, we had started to address declines we had been seeing in the Conservatory School Departments of Voice, Winds & Brass, and Classical Music Theory, in the School of Contemporary Music, and with one or two on-site programs from the Department of Early Childhood Music.
- The VCM’s Westhills location continued to see healthy growth, and with the School of Contemporary Music having introduced 6 new faculty members in September, we hoped to see a new surge in enrolment growth over the year.
- Renewed efforts were made to improve the efficiency of the student referral process, shortening the overall time involved and ensuring more timely communication between Department Heads, instructors, and Registration.

Effects of the Pandemic:

- As we know, by mid-March schools and most businesses had closed, including the VCM, which had closed its buildings to public access. Remarkably, approximately 90% of all lessons and classes, and a few of our ensembles had immediately moved to online delivery, and largely due to the time of year this happened, we

were well into the Spring term, and most students had already paid their tuition. Therefore, we were able to maintain a strong enrolment considering the conditions. The faculty did a wonderful job adjusting to the new “normal”, and with ongoing tech assistance from members of the VCM admin, as well as herculean efforts by staff to help ascertain quickly how much of our student body had migrated online, we managed to get to end of term pretty much intact in these areas. Unfortunately Music Therapy and Early Childhood Music at the many community sites, were affected the most, with the majority of these sites putting us on hold.

- Our greatest immediate challenge was trying to save as much of the 2020 Summer Academy programming as possible. Although most programs went ahead, they ran at varying levels of reduced capacity, such as the Piano Program normally run at UVic ran entirely online and greatly reduced; the Strings programs went ahead in person, but focused on local draw only; and we were able to launch new online choral programs that had considerable draw for their first time. We also managed to live stream a few concerts during the summer, and surprisingly, the Summer Academy Theory had one of its best years with all instruction being moved online.

Gradual Reopening in early July, how we ascertained what spaces we could use and how... Thanks so much to our COVID safety team – Jane, Chris, Martin (and me) for their help.

Department Highlights:

I asked the members of the Artistic Directorate Committee to reflect on the past year and share highlights and/or challenges they encountered, as related to their respective departments/schools.

- There have been the many Zoom related quirks that have been circling us and trying our patience, however in the end are things we’ll look back on an laugh, such as “What is Original sound?”; “Can’t hear you, you’re still muted”; and “On no, he’s frozen again!”.
- Many feared that the move to online instruction and the loss of a physical sense of community would negatively impact students and faculty over time. However, as Simon MacDonald (Classical Strings and Collegium), David Visentin (Postsecondary programs) and Daniel Lapp (School of Contemporary Music) have all reported, the students and faculty continued to keep the pulse alive online, and the sense of community and great optimism remained with students as they shared their experiences via Zoom. David also mentions how the prerecorded student auditions and year-end juries were quite notable in their quality.
- Robert Holliston wrote: “The older among us - and that most definitely includes me - had to accept that we were Luddites who had to become Techno-geeks as quickly as we could.”

In the end, we are about music, and to make music requires creativity, so it shouldn’t come as too much of a surprise, that the VCM is managing to weather this pandemic. We are after all, a bunch of creative and innovative thinkers!

I would like to offer my sincere gratitude, for the hard work and exceptional dedication from our Department Heads/Artistic and Program Directors, the VCM Faculty and our amazing staff, senior leadership and Board of Governors, without whom navigating this global pandemic would have been next to impossible. Many of our students and their families have expressed often over the past months, how much they have appreciated the VCM doing all they can to keep everyone safe, and the music flowing!

Stephen Green, Dean

Chief Artistic & Academic Officer

I don't think there is any CEO, Executive Director, or leader of any organization that is not standing before their membership at their AGM this year without saying "Wow, it has been one hell of a year!" And, I am, indeed, one of those people who are here to admit that, like everyone else in this world, everyone at the VCM has been living through a once in a lifetime experience and while it has been one heck of a bumpy ride and we have all been tested in more ways that we thought were possible...I have never been more moved and impressed with the resiliency, creativity and dedication that I have discovered within the walls of the VCM. It has been incredible, and we are weathering the COVID storm. So, I am now going to begin my annual "snapshot" of what we have been able to achieve despite the many challenges we faced along the way.

It should be noted, that when we began our new fiscal year in September 2019 we were seeing one of the largest tuition growth rates in the organization's history. By February 2020 we had achieved a 6% increase over the previous year, on top of continual growth that has occurred since we began our transformation back in 2008. However, as you have heard, we were forced to close our doors on March 16th but, it didn't stop us...we all jumped in with "both feet" and were successfully able to move close to 90% of our lessons on-line which we felt was a huge achievement - an achievement that is a huge testament to our faculty and students who adjusted so quickly and to **Stephen Green** and his artistic team, and **Chris Kask** and his registration team for providing the necessary leadership to make it happen.

So, what else have we done to weather the COVID storm and continue to move this organization forward - let me tell you and let me start with Development:

- **Development:** Upon the departure of our Chief Development Officer this past January we made one of the best decisions we have made...we promoted Terri Myhr to the position of Director of Development (something we should have done a long time ago!) and she is superbly guiding and leading our development team which includes **Judi James**, Manager of Donor Relations and **Joan Milley**, our Special events and Sponsorship Coordinator. She, of course, stepped into this role just before COVID hit but has so competently managed our development efforts throughout this challenging time. Our team had to very quickly pivot in the way we communicated with donors while being mindful of the personal impact the pandemic was having on our supporters and we had to adjust our fundraising strategies to reflect a very new reality. However, in spite of all of the adjustments that had to be made, this fabulous team of people were still able to raise \$1,435,356 in operating funds and \$507,103 in capital, endowment and restricted funds, for a total of \$1,942,459 - which I think is amazingly impressive given the circumstances! Here are some of the highlights:
 - Secured a \$125,000 pledge for our School of Music Tech and Creativity;
 - Moved our 38th annual Mother Day Garden Tour on-line raising \$33,000 in donations and maintaining \$15,500 in sponsorships for a total of \$49,000;
 - Secured a matching endowment grant of \$302,743 from the Canadian Heritage Endowment Incentive Program;
 - Thanks to our wonderful sponsors Odium Brown and Cameron Izard and Snell, successfully raised \$20,000 for VCM's third Giving Tuesday campaign;
 - Raised \$96,800 for Scholarships and Bursaries and \$40,000 for Music Therapy Sessions.
- **Marketing:** This past year was also a spectacular year for Marketing and we could not be happier with the great work that **Tereza Anderson** (Director of Marketing) and **Erin Fraser** (Marketing Coordinator) are doing to constantly raise our profile, build awareness, sell tickets, manage public relations and generally to help us communicate far more effectively than ever before. Here are some overall highlights from Marketing last year.
 - We now have 3797 Facebook followers, 634 Instagram followers, 2820 twitter followers and we had 55K users of our VCM website;
 - We received 28 free media editorial features;
 - We now have 3,672 newsletter recipients;
 - Post-Secondary student recruitment campaign generated an 85% increase in applicants;

- The new on-line Summer Baroque Choral Academy promotion helped to recruit 150 participants from across BC, Ontario and the UK;
 - Announced an Anti-racism Solidarity statement to the VCM community and rolled out a new Anti-Harassment policy to faculty and staff;
 - Received the TC Readers Choice Award for Favorite Charity and favorite place to see a live performance;
 - Manage all website communication particularly as it related to COVID messaging for all our stakeholders.
- **Facilities: Martin Borg** (Chief Facilities Officer), as always, achieves so much in any given year and this past year was no exception. While typically managing our 55,000 sq. ft. facility with an excellent facilities team (which is no easy feat in a 125 year old heritage building), this year he had to pivot to adjust to the impact COVID had on all of our performance activities (all of which had to be cancelled or postponed) and the health restrictions imposed on building operations. While the building was closed to in-person teaching from March to September we still had to keep a skeleton admin staff to keep things going. However, he also found time to tackle the following:
 - The completion of the \$350,000 Johnson Street Safety and Security Parking Lot project...a huge project to level and pave the parking lot, build security fencing, create covered and secure bicycle parking, enhance the entrance and provide increased landscaping. It should be noted here that 100% of the cost of this project was raised by our Development team and our enormous gratitude goes out to the Province of BC, the numerous real estate developers in our neighborhood, our students and their families and the many individual donors who understood the importance of this project to the VCM;
 - Completion of a full and complete VCM IT upgrade which included a new file server, mail server, a new WIFI system, remote access and desktop upgrades – a project that was also completely donor funded by Bobbi and Devi Jawl;
 - Implementation of a Health and Safety Office including contract tracing;
 - Implement strategies for small format events including Live-stream options;
 - Sourced and secured contractor to support a \$900,000 heritage grant application for the tuck-pointing and restoration of the stonework of the heritage part of our building;
 - Also on the facilities front, as we reported last year, our Property Development Committee, which is Chaired by our Board member **Bryan Wilson**, continues to work together to identify and investigate options, partnerships, and resources required to provide a facility to accommodate the future growth of the VCM. The Conservatory has a definite need for increased growth capacity, for improved building functionality and security, and to overcome existing building system limitations. And, with the help of architect **Christine Lintott** and Associates we have identified the future need for 73,000 sq. ft. The Committee has looked at various potential partnerships to develop property both on our existing site and offsite and will continue to do so. I would also like extend my enormous gratitude to **Bryan** for all the work he is doing on our behalf through his leadership of this committee.

In Memorium:

This year, like no other since I have been with the VCM, we have lost some of our most treasured and beloved supporters, champions and donors...and I have to say that the loss of these wonderful people has broken my heart. We have lost:

- **Eric and Shirley Charman** – As so many of you know, Eric and Shirley were such huge champions of the VCM since it was founded by Mrs. Alix Goolden in 1964 but in the last 4 years of his life Eric worked tirelessly to help raise money to build the Eric and Shirley Charman Young Musicians Bursary Fund which his group of close friends established for him in honor of his 82nd birthday. With his well-known and unrelenting enthusiasm and commitment, the value his fund, held at the Victoria Foundation, now stands at \$1,256,304 and is going to continue to grow and support, in perpetuity, young aspiring musicians who otherwise would not have been able to pursue their musical dreams. Eric also remembered the VCM and his Charman Fund in his will.
- **Larry Ryan** – not only did Larry love the arts...he adored the arts...he lived for the arts – especially music! You could find Larry at pretty much every concert, opera, and symphony performance in Victoria. He was such a profound supporter and you worried if you did not see him in any audience. So, when that day came, we all bowed our heads in gratitude for the enormous support he provided us during his life and after.

- o **Lois Voight Stockey** - for those of you who never got a chance to know Lois she was an unparalleled supporter of the musical arts, including the VCM, POV and Victoria Symphony, and many others. She could always be found at every VCM concert and was always there to help and support in unexpected but especially important ways. She suffered greatly from Parkinson's disease but did not let it stop her from extending her enormous generosity to all of us who have already so greatly benefitted from her philanthropy and support.

Conclusion:

As I conclude my report I want to acknowledge and thank some very important people!

While I have already acknowledged the great work of most of our management team **Terri Myhr, Tereza Anderson** and **Martin Borg**, I cannot close today without also recognizing the stellar work of **Chris Kask** and **Stephen Green**. You heard from both of them earlier but I want to make it very clear that our transition through COVID would never have occurred as successfully and seamlessly as it did without the extraordinary hard work, effort, commitment and dedication of these two outstanding leader. I just hope you both know how much we value the enormous contributions you have made and continue to make to this organization.

I also know that Shannon recognized **Kelsey Gilker** in her report but I want to take a moment to also thank Kelsey for all of her hard work and support. Kelsey has huge capacity, capability and one of those greatly valued "can-do attitude". Thank you, Kelsey, for all you do for so many of us!

And finally, in advance of the vote, I want to welcome **Kirk McNally** to our Board of Governors. I am so enthused and excited about the expertise, and the music education experience you are bringing to the VCM. I assure you it will be greatly valued!

And speaking of being greatly valued. I also want to extend my gratitude to both **Peter Dreissen** and **Barb Smith** who, as you have heard, are leaving our Board after completing their 6 year term and after making such valuable contributions over that period of time.

I first met **Peter** when we were both on the Board of Governors at UVIC, and he did for the VCM what he did so well at UVIC - he asked the hard and important questions that always keep management of their toes! He excels at getting to the heart of an organization's most important issues, and we have been most grateful to have you at our Board table and also thank you so much for so effectively Chairing our Artistic and Academic Committee of the Board.

And **Barb**, what a treasure you have been on our Board. Your commitment to your responsibilities as a Board member and your willingness to open so many doors and your home for us to help us broaden our reach into the community has been priceless. You have stewarded so many important relationships for us and are leaving us with many new donors and supporters who would not otherwise become part of the VCM family. Thank you, Barb.

Jane Butler McGregor

CEO

Annual General Meeting
Victoria Conservatory of Music
NOTICE OF SPECIAL RESOLUTIONS

Online via Zoom
Wednesday, December 2, 2020
3:45pm: Zoom meeting will open
4pm: AGM will start; no admittance after 4pm

NOTICE OF SPECIAL RESOLUTIONS

At the Annual General Meeting the following special resolutions to amend the Bylaws of the Society will be proposed:

A. Resolved, as a Special Resolution, that Article 5.5 of the Bylaws be deleted in its entirety and the following substituted:

5.5 The following officers shall be elected by the Governors following the Annual General Meeting:

- President, commonly referred to as the “Chair”
- Vice President, commonly referred to as the “Vice Chair”
- Treasurer
- Secretary
- Such other officers as the Governors may elect from time to time

The President and Treasurer and Secretary hold their offices for a two year term which is renewable once for a total of four consecutive years. The Vice President(s) hold(s) their office for a one year term which is renewable twice for a total of three consecutive years.

B. Resolved, as a Special Resolution, that the Article currently numbered as the first Article 5.7 of the Bylaws, commencing with “Honorary Board Governor”, be amended by deleting the bracket at the end of item 5. thereof.

C. Resolved, as a Special Resolution, that the Article currently numbered as the second Article 5.7 of the Bylaws, commencing with “(1) All Governors are to be elected”, be deleted in its entirety and the following substituted:

5.8 (1) Governors are to be elected by the voting members of the Society at an Annual General Meeting of the Society.

(2) The number of voting Governors shall be no fewer than seven and no more than 20, or such number determined from time to time at a general meeting. The Board of Governors shall also include the following non-voting representatives:

(a) one faculty member nominated by and from the faculty members employed by or contracted to the Society, to hold office for a term of one year from the date of election by the Society membership at the Annual General Meeting, if willing to serve;

(b) one person nominated by and from the administrative staff, to hold office for a term of one year from the date of election by the Society membership at the Annual General Meeting, if willing to serve;

(c) one student, of the age of majority, nominated by and from the students registered with the Society, to hold office for a term of one year from the date of election by the Society membership at the Annual General Meeting, if willing to serve.

(3) Governors are elected for up to two three-year terms except where otherwise specified.

(4) Except in special circumstances as determined by the Board from time to time, a Governor may serve no more than two terms in the aggregate, provided that a partial year served by appointment to fill a vacancy shall not be considered in calculating a term.

(5) An election may be by acclamation, otherwise it shall be by ballot.

(6) If the immediate Past Chair ceases to be a Governor upon completion of their term as Chair, they shall remain as an *ex officio* voting member of the Board for a period of two years.

(7) The Chief Executive Officer and the Dean of the Victoria Conservatory of Music shall be *ex officio* non-voting members of the Board of Governors for as long as they remain in office.

D. Resolved, as a Special Resolution, that Article 6.1 of the Bylaws be deleted in its entirety and the following substituted:

6.1 Meetings of the Governors shall be held not less than six times in each calendar year at the call of the President or in their absence, the Vice President.

E. Resolved, as a Special Resolution, that Article 7.2 of the Bylaws be deleted in its entirety and the following substituted:

7.2 The Vice President(s) shall assist the President and one of them shall preside at all meetings in the absence of the President. In the absence of the President and the Vice President(s) a chair shall be chosen by the members present at any meeting.

Changes proposed in the Special Resolutions

A. Proposed Changes to Bylaw 5.5

- reduce the required number of Vice Presidents from two to one with the option for Board to add other officers
- clarify that the President is commonly referred to as “Chair” and the Vice President is commonly referred to as “Vice Chair”

B. Proposed changes to the first Bylaw 5.7

- deleting the bracket at end of item 5. thereof

C. Proposed Changes to the second Bylaw 5.7:

- Renumber the second bylaw 5.7 as 5.8 and amend it to:
 - provide for a minimum of seven and a maximum of 20 voting Governors, or such other number as determined at a general meeting
 - clarify that the positions in 5.8(2) (a), (b) and (c) are to be non-voting positions and that they will be filled if such members are willing to serve
 - provide that the CEO and Dean of the VCM are to be *ex officio* non-voting members of the Board of Governors
 - provide that the Past Chair of the Board shall remain a voting member of the Board of Governors for two years
 - provide that in special circumstances the term of a Governor may be extended beyond two consecutive terms

D. Proposed change to Bylaw 6.1

- provide that there shall be a minimum of six meetings of the Governors each year

E. Proposed change to Bylaw 7.2

- change “Vice Presidents” to “Vice President(s)” to reflect that there may be only one Vice President

9. Election of Governors and Officers

a. Election of incoming Board Nominees

Kirk McNally is a recording engineer, music producer and sound artist living in Victoria, British Columbia on the unceded territories of the Lekwungen-speaking peoples, now known as the Songhees and Esquimalt Nations. He received his Master's of Music in Sound Recording from McGill University. As a recording engineer he has held positions at the Tanglewood Music Centre (Lenox, MA), Reaction Studios (Toronto, ON), and the Warehouse Studio (Vancouver, BC), working with artists including, The Boston Symphony Orchestra, Bryan Adams and REM. Kirk is the assistant professor of Music Technology for the School of Music at the University of Victoria, where he is the program administrator for the school's undergraduate combined major program in music and computer science and the graduate program in music technology. His research and creative work has been supported by the Deutscher Akademischer Austausch Dienst (DAAD), the Canada Council for the Arts, the University of Victoria's Learning and Teaching Centre, the Banff Centre for Arts and Creativity and the Social Sciences and Humanities Research Council of Canada (SSHRC).

b. Re-election of current Governors to a second term

Gareth Dickson was born and raised in BC, and has lived, worked, and gone to school within the Victoria community for most of his life. With just enough travel abroad and living elsewhere in Canada to reinforce his love of Victoria and his desire to stay here, he served Victoria for 10 years as the owner and operator of a successful construction contracting business. Gareth is now an Investment Advisor and Associate Portfolio Manager with BC-based investment firm Odlum Brown Limited and holds the Certified Financial Planner designation. Gareth focuses on planning for sustainability in his work with individual, corporate, and foundation clients to safeguard their financial futures.

Richard Fisher is Owner and Planning Director of Trapeze Communications. His skills as Agency Director, chief strategist and concerned listener make him a popular guy. Over his career, Richard has successfully guided brands in many categories including government/public sector, travel and tourism, education, high tech, and manufacturing. He has a genuine passion for all things marketing and keeps Clients abreast of trends to help their businesses stay competitive and current. Richard is also an experienced market research facilitator, and skillfully draws out the nuggets of insight Clients need to know about their brand and customers.

Bijan Neyestani holds undergraduate degrees in Mathematics and Engineering and a post-graduate degree in Business Administration. As co-founder and President of Alpha Project Developments Ltd. (APD); a Victoria-based real estate development firm, he brings over 35 years of experience in real estate development and construction management in British Columbia. Since APD's inception in 2002, Bijan has overseen the successful completion and sale of numerous development projects on Southern Vancouver Island. At APD, he has developed a broad base of experience in all areas, including acquisition, civic approvals, finance, construction and marketing. Bijan has lived and raised a family in Victoria since 1976. Both his children have attended classes at VCM. Currently, he is serving on the board of the Urban Development Institute, Capital Region and a number of private companies.

c. Election of non-voting Representatives

Staff Representative:

Kelsey Gilker is an arts administrator, graphic designer and actor living in Victoria, British Columbia. Prior to moving to Victoria, Kelsey worked as Marketing & Membership Coordinator for the Kamloops Arts Council. She received her Bachelor of Arts in Theatre from Thompson Rivers University and worked professionally across the country at Thousand Islands Playhouse, Theatre Calgary and Western Canada Theatre. Kelsey has been with the VCM since November 2017, first at Reception & Registration before moving into her current position of Executive Assistant & Assistant to the Registrar. When not at the VCM Kelsey works freelance as a graphic designer and enjoys all things arts and culture.