



**Minutes of the Meeting of the  
Board of Governors  
Thursday, July 25, 2019  
6:00-9:00 p.m.  
Conservatory, Room 15  
Approved August 15, 2019.**

Present: John Murray, Olga Milosevich, Diana Rutherford (by phone), Jack Bennet, Mark Laing, Chris McCulloch, Rob Gilbert, Will Webster (chair)

Regrets: Lynn Loder (consulted prior to meeting), Kurt MacLeod (consulted prior to meeting)

Guests: Andrea Arbic, Anne Melanson, Carolyn Marshall

1. The meeting was called to order by the Chair at 6:10 p.m.
2. The Chair offered to serve as Secretary pro tem to take the minutes of the meeting.
3. Meeting with Andrea Arbic. Ms. Arbic made a presentation on the nature of her firm in working with cultural and arts organizations. Her firm employs a process that develops what some call a "masterplan", comprised of a feasibility study and a realistic business plan. There would be no cost to the Conservatory of her preparing a costed proposal, but if the proposal were carried out, then there would be costs associated with the sub-contractors. Olga commented that Andrew Murphy of Heritage Trust had been in touch with her, and suggested that the Trust might contribute towards implementation costs. Following the discussion and after Ms. Arbic had left, it was MOVED (Olga, Mark) that Ms. Arbic be asked to prepare a costed proposal for the development of a feasibility/business plan, with the understanding that the Conservatory will approach the Heritage Trust for assistance. CARRIED.
4. Approval of Minutes
  1. It was MOVED (Mark, Rob) that the minutes of the meeting of June 27, 2019, be approved. CARRIED.
  2. It was MOVED (Mark, Olga) that the Minutes of the meeting of July 8 be approved following several small changes noted. CARRIED.
5. Meeting with Bloom Consultants for Not-For-Profits. Anne Melanson and Carolyn Marshall introduced themselves and, as had been confirmed earlier with the Chair, focused on the ABCs of fund raising campaigns and the role of Boards in conducting those campaigns. They stressed that they do not have the expertise

to lead campaigns to the three levels of government, but do they have a lot of experience with community based fund raising for not-for-profit organizations. For success with governments, we may need special consultants with public relations/lobbying orientations. Maybe have a subcommittee of the Board. Two or three points that Board members resonated to:

1. Successful campaigns start in the middle and work out, and they start at the top and work down. Donors are asked to set an example of generosity. Need to figure out who we can approach for the largest donations—not necessarily the most well known members of the community.
2. Emphasis on those who will benefit from the fund-raising: not us as an organization.
3. You do not need your campaign Board to be comprised of “the Sobeyes”. You need good people, well equipped and using the right strategy.
4. Most donors will be individuals, not corporations.

After the guests left, the Board decided that it was too early to consider engaging this or any other group for fund-raising. We will need to have a deeper analysis of feasibility and a business plan first.

6. Business arising from the minutes.
  1. Masonry Work. Following from the last meeting, the plan has been to proceed with the masonry work on the east wall where there is active infiltration of water. Cost estimated is at least \$185,000. In the view of the Treasurer we do not have sufficient internal funds. It was MOVED (Mark, Rob) that the Piercey family, through Jim MacGowan, be consulted about borrowing \$200,000 from the Sheila Piercey gift to use for the masonry work, with the plan to pay that back from the initial proceeds of the fund-raising campaign. CARRIED. It was also agreed that Mark and Will would approach Hon. Leo Glavine, Minister of Community, Culture and Heritage, inform him that we will approach his ministry in the future for a substantial contribution for restoration but in the meantime are asking him to consider a special gift of \$200,000 for the initial masonry work. If that is not approved, we will proceed with a request to borrow from the Piercy principal.
  2. Architect. Mark briefed the Board about discussions with DSRA. It was MOVED (Mark, Rob) that the Board approve in principle that it engage DSRA as a consulting architect. CARRIED.
  3. Proposal from Kourosh Rad. The Board recognizes the need to engage in the community but decided to wait until it has a costed proposal from Andrea Arbic when we might consider how the Rad proposal might connect with that.
  4. The discussion of the proposal from Adam Conter was moved to the *in camera* session to follow.
7. New Business
  1. Financial Statements. Both Lynn and Kurt were unable to attend the meeting but both had spoken with the Chair about their concern about

the drop in deferred tuition this year. John expressed the view that this is due to the mind-body software delays, but the Board members had concerns that this might also reflect the initiative of the Faculty Association to interfere with student registration. It was agreed that a watching brief should be maintained on this matter.

2. It was MOVED (Mark, Chris) that the Board move into an *in camera* session to discuss teaching contracts. CARRIED.
8. Meeting adjourned at 9:20 p.m.
  9. Next meeting: Thursday, August 22, 2019.
    1. Note: It may be necessary to call a special meeting for Thursday, August 15, and so please mark that on your calendar.