

MARITIME CONSERVATORY OF PERFORMING ARTS



Proposal for a Governance and Management Review

Barbara Richman & A.L. Arbic Consulting

December 2019

A. TEAM QUALIFICATIONS

Barbara Richman

Barbara Richman has worked for more than 30 years in the arts and heritage sectors, assisting individuals, small and mid-sized companies, large organizations, and funding agencies. During that time, Barbara has held executive management positions with Halifax Dance, Jest In Time Theatre, Symphony Nova Scotia, and Strategic Arts Management. She is known for her skills in crisis management, financial rebuilding, Board development, and strategic planning. She has particular interest in organizational health, leadership development, and the building of infrastructure to support sustainability.

Currently, Barbara works with clients across Canada as free-lance consultant. An experienced educator, Barbara taught Arts Management at Dalhousie University for many years and continues to include training, mentoring and facilitation in her work with clients.

Some of Barbara's relevant projects include:

- **Symphony Nova Scotia/Nova Scotia Youth Orchestra** (2018) - research and recommendations for organizational integration
- **Inverness County Council for the Arts** (2013-14): Operational Review, Board Development, Facility Review
- **Canada Dance Festival**: Operational and Organizational Health Review and Community Needs Assessment (2008, 2011)
- **Toronto Dance Theatre**: By-law review, Governance Structures, recommendations for collaboration with the School of Toronto Dance Theatre (2007, 2012)
- **Association of Nova Scotia Museums**: Development and Teaching of Organizational Management and Governance Training Modules for Diploma Program (with Leah Hamilton, 2011,2014, 2017)

Andrea Arbic

Andrea Arbic has over 25 years of experience as a consultant specializing in planning for the arts and culture sector. Andrea started this career following completion of a Master of Museum Studies degree at the University of Toronto, when she joined Lord Cultural Resources, an international cultural consultancy headquartered in Toronto. During her nine years at Lord, Andrea took part the development of strategic (governance) plans and business (management) plans for cultural and other not-for-profit organizations in Canada, the United States and the UK. In 2000, Andrea relocated to Halifax where she founded A.L. Arbic Consulting to provide specialized planning services tailored to the specific needs of arts and cultural organizations in Atlantic Canada.

Over the last 18 years, A. L. Arbic Consulting has established a strong reputation for dedicated service and for delivering plans that are well-researched, realistic and get results. Andrea's recent relevant projects include:

- **Black Cultural Centre for Nova Scotia**, *Governance Training* (2019)
- **Halifax Waterfront Arts District**, *Community and Stakeholder Engagement* (2018)
- **Association of Nova Scotia Museums**, *Strategic Plan* (with Barbara Richman, 2018)
- **Turret Arts Space**, *Feasibility Study and Business Plan* (2018)
- **Royal Nova Scotia International Tattoo**, *Strategic Plan* (with Barbara Richman, 2017)
- **Symphony Nova Scotia**, *Strategic Planning* (with Barbara Richman, 2016/17, 2014/15)
- **Nova Scotia Talent Trust**, *Strategic Plan* (2016)

B. PROPOSED METHODOLOGY

1. Project Initiation and Planning

1.1 Review of Background Information

Prior to the start-up meeting with Board, we would ask to receive all relevant background documents, including:

- a list of board members, staff and teachers, along with e-mail addresses;
- a list of individuals currently or formerly associated with the Conservatory who might wish/or should be consulted during the review process. The consultants will recommend who we believe should be included on the consultation list. In keeping with the Conservatory's privacy policy, it is expected that the Conservatory will seek permission from these individuals prior to providing their names and preferred contact information to the consultants.
- financial statements for the previous five years, including year-end account balances;
- copies of governance documents and other key policies, including Conservatory legislation; current by-laws and board by-laws as they existed immediately before the August, 2019 amendments regarding board composition; the privacy policy other policies; draft policies that are part of the Conservatory's evolving policy manual; material and policies related to the Private Career College; documents confirming the end of the buy-back agreement with the City of Halifax; and a summary of documents related to the building condition;
- copies of job descriptions and contract terms for employees and contract workers;
- copies of most recent strategic and business plans;
- enrollment statistics for the previous five years;
- fundraising history for the previous five years

1.2 Start-Up Meeting and Site Tour

The start-up meeting will be an opportunity for our team to meet with the Board and confirm expectations for the planning process. At this time, we would also like to have a tour of the MCPA.

1.3 Consultation Plan

We will draft a plan for public and internal stakeholder consultations that identifies:

- goals for the consultations
- a list of those who will be consulted
- proposed methods of consultation (e.g. telephone interviews, in-person interviews, small group meetings, public meetings, online surveys)
- a schedule for consultations

We will inform those being consulted that comments and opinions expressed to the consultants will be reported only in aggregate form. The identity and privacy of individuals providing feedback, and any recorded opinions, will be upheld and only released in keeping with the provisions of the *Personal Information Protection or Electronic Documents Act of Canada* (PIPEDA), or as required by law.

This draft consultation plan will be submitted to the Board for information.

2. Research and Consultations

2.1 Organizational Review

We will undertake a thorough review of the MCPA, including:

- existing legislation and bylaws governing the MCPA;
- current mission, vision and values statements;
- the MCPA's Strategic Directions document;
- composition of the current Board of Governors and the duties and powers of its officers;
- composition of the management of the MCPA and the duties and powers of members of management;
- an organizational health assessment;
- the finances of the MCPA.

2.2 Comparables Research

The consultants will select and research the governance structures of up to three comparable arts/educational organizations.

2.3 Discussion Paper

Our team will prepare a short discussion paper that summarizes the findings of our organizational review and the comparables research. This discussion paper will serve as the basis for the material that will be used during the stakeholder consultation process.

2.4 Stakeholder Consultations

Our team will carry out internal and external consultations as per the consultation plan about which the board has been informed. The consultants will be responsible for leading all consultations, with input from the Board and Management as needed.

3. Recommendations and Report Preparation

3.1 Recommendations

The consultants will prepare a report that summarizes the results of our research and consultations. Based on this research, as well as our knowledge and experience, we will develop a series of recommendations that are designed to improve the efficiency and effectiveness of the MCPA's governance and management. These recommendations will include, but not be limited to:

- **Foundation Statements** (changes to bylaws, mission, vision, mandate)
- **Membership** (creation of a membership, rights, duties, responsibilities, fees)
- **Board** (size, composition, terms, duties, responsibilities, selection, governance policies)
- **Management** (structure, duties, reporting)

3.2 Draft Final Report and Meeting (s)

The Draft Final Report will provide a summary of the consultants' key research findings and recommendations for ensuring that the MCPA has the necessary governance and management capacity needed to be an effective, responsive and sustainable organization.

We will present the draft final report to the board for discussion and would also be pleased to present our findings and recommendations at a meeting of key stakeholders for discussion.

3.3 Final Report

Based on feedback from the board and key stakeholders, the consultants will make revisions to the Draft Final Report that we deem to be appropriate and submit a Final Report to the board.

C. COMMUNICATIONS

The consultants will communicate with the Conservatory through any member of the GMS Review Working Group comprised of John Murray, Chris McCulloch, Tirene Padget and Will Webster (Chair).