

**Annual General Meeting**  
**April 27th, 2010**  
**Minutes**

Attending the Spring 2010 Meeting: Kent Archer, Carolyn Bell Farrell, Stephen Borys, Janet Brooke, Amanda Cacchia, Mela Constantinidi, Valerie Cooper, Ann Davis, Peter Dykhuis, Virginia Eichhorn, Kirstin Evendon, Paulette Gagnon, Matthew Hyland, Robert Labossiere, Ann MacDonald, Shirley Madill, Marc Mayer, Brian Meehan, Franck Michel, Josephine Mills, Philip Monk, Nataley Nagy, Diana Nemiroff, Niamh O'Laoghaire, James Patten, Gabrielle Peacock, Francine Périnet, Sheila Perry, Carol Podedworny, Stuart Reid, Kevin Rice, Samantha Sannella, Martin Segger, Anthony Shelton, Matthew Teitelbaum, Michèle Thériault, Peter Thompson, Esther Trépanier

Guests: Jason Luckerhoff, researcher, Université du Québec à Trois Rivières  
Melinda Molineaux, arts officer, Canada Council for the Arts  
José Niaisson, arts officer, Canada Council for the Arts  
Rodger Touchie, publishing consultant, Heritage House Publishers

Attending the 2010 AGM: Kent Archer, Carolyn Bell Farrell, Janet Brooke, Amanda Cacchia, Mela Constantinidi, Valerie Cooper, Ann Davis, Peter Dykhuis, Virginia Eichhorn, Kirstin Evendon, Paulette Gagnon, Robert Labossiere, Ann MacDonald, Shirley Madill, Marc Mayer, Brian Meehan, Franck Michel, Josephine Mills, Diana Nemiroff, Niamh O'Laoghaire, James Patten, Gabrielle Peacock, Francine Périnet, Sheila Perry, Stuart Reid, Peter Thompson

Motion: to adopt the agenda  
Approval of the 2009 AGM minutes was added to the agenda.  
Moved: Meehan  
Seconded: O'Laoghaire  
Carried

Motion: to approve the 2009 AGM minutes  
Moved: Mills  
Seconded: Brooke  
Carried

Members were referred to the list of Board members enclosed with the meeting packages and the need to re-elect/elect three board positions.

**President's Report**

Host Esther Trepanier was thanked and new members welcomed:

Matthew Hyland, Director of the Oakville Galleries, nominated by Alf Bogusky, Director of the Kitchener Waterloo Art Gallery

Gabrielle Peacock, CEO of the Robert McLaughlin Gallery, Oshawa, replacing David Aurandt, who has retired, nominated by Matthew Teitelbaum, Director of the Art Gallery of Ontario

James Patten, Director/Chief Curator of the McIntosh Gallery at the University of

Western Ontario, nominated by Diana Nemiroff, Director of the Carlton University Art Gallery

And returning member: Nataley Nagy, Director of the Kelowna Art Gallery, nominated by Jon Tupper, Art Gallery of Greater Victoria, Victoria BC

There have been no changes to the Board since the last meeting in November. However a number of Board members terms are due for renewal and there is one position that Janet Brooke has kindly occupied temporarily so elections will be held at the end of this meeting.

2010 has started out very positively. Three surveys were done in as many months, two of which were initiated by members. Jennifer Woodbury wanted to know how the Art Gallery of Southwestern Manitoba compared to other galleries of similar size and location in terms of municipal funding. She canvassed her colleagues and, working with the Executive Director, provided a short but informative report.

Jann Bailey at the Kamloops Art Gallery similarly wanted to assess her retail operation and wondered how other CAMDO members' shops were doing. She prepared a quite detailed survey that was circulated to members twice, first via the new list-serve and then via the more usual email sent from the CAMDO office. Unfortunately, responses to the survey were poor. Jann has been following up with individual members to get the information she needs and has promised a short report when she's done.

A third survey, this time on publications, was also distributed recently. The response has been very good and the results were presented yesterday during the roundtable on publications.

Finally, in the survey-research area, the much-anticipated Collections Survey results have been published. We thank Josephine Mills and the rest of the Collections Committee for their diligence.

Our Executive Director will report on CAMDO's program for 2010 and in particular CAMDO's participation in the Visual Arts Alliance. Since CAMDO has taken a lead role in focusing that group's work, some real progress is being made.

CAMDO will be doing strategic planning in the Fall of 2010 and we will be looking for members' input.

Finally, thanks were extended to Mela Constantinidi for her participation in CAMDO.

### **Treasurer's Report**

The 2009 Financial Statements prepared by Watson Folkins Cory LLP were presented. There were no questions.

Moved: to accept the 2009 Financial Statements

Moved: Mills

Seconded: Podedworny

Carried

The 2010 budget was presented with explanations (attached as a separate document). There was no discussion.

Motion: to adopt the 2010 budget  
Moved: O'Laoghaire  
Seconded: Cooper  
Carried

Motion to appoint the auditors, Watson Folkins Cory LLP  
Moved: Nemiroff  
Seconded: McDonald  
Carried

**Executive Director's Report**  
(included at the end of this document)

### **Committee Reports**

#### **Legal Affairs**

Attending: Brian Meehan (Chair), Stuart Reid, Niamh O'Laoghaire...

#### **Topics Discussed**

##### Membership fees

The committee recommended no increase at this time, the question being what would justify an increase.

##### Membership criteria

The committee considered whether there should be a mechanism to include people who fall outside the current criteria: directors who are between jobs, retired directors or people who do the same work but do not have the title of "director." The committee concluded that it was important to keep membership strict as is, but recommended that Board or Executive Director develop a process to allow other people to come to CAMDO meetings, with a flat fee paid.

Discussion:

Generally, the Committee has no problem with the idea of associate members but such members should not participate in CAMDO business meetings. Meetings should be more open, but not to the whole local community because this would discourage members from open discussion of matters of specific concern to directors. If the meetings are to be opened up, it should be only to persons who have been CAMDO members previously.

It was noted that directors of public art programs, within city governments for example, are doing directors' work and might be members, but currently most would not meet the criteria because they don't hold the title "director." The committee recommended that this matter be looked at by the board, and that they bring a recommendation back to the membership.

##### Copyright and exhibition fee schedules

The committee considered whether CAMDO should be looking at developing its own fee schedule for exhibition fees and recommended that the fee schedules presently in use be posted to the CAMDO website.

The committee also considered whether CAMDO should be creating a professional standards document around contracts, fee schedules, etc. and concluded that there was no reason to do so at this time.

Motion: to accept the report of the Legal Affairs Committee

Moved: Thompson

Seconded: O'Laoghaire

### **Advocacy Committee**

Attending: Peter Thompson (Chair), Shirley Madill, Mela Constantinidi, Samantha Sanella

### **Topics Discussed**

#### Hill Day

The Committee considered whether a Hill Day should be held again this year at the same time as CAMDO meeting. The Committee agreed in principle but would like to know more. It was noted that at the 2009 Hill Day, the advocacy messages were essentially developed by the Canadian Museums Association. While the Committee Chair appreciated being consulted in the development of those messages, it was felt that this time it would be preferable to develop our own messages, specific to the art museums and public galleries. It was recommended that a consultative process be found, perhaps using the new list-serve, to develop these messages.

#### Advocacy tools

It was noted that there are very good tools on Canada Council for the Arts website which could be used as a foundation upon which to build our own campaign.

#### Participation in cross-disciplinary arts advocacy groups

The Canadian Arts Coalition was formed largely as advocacy body when there was a chance to increase Canada Council funding and it was successful three or so years ago; it has been dormant since then. To consider whether CAMDO should participate in the CAC, the Committee would need to know more.

CAMDO participates in the Visual Arts Alliance. Work there seems well in hand, so there is no need to consider it further at this time.

#### Consultations with government

If CAMDO members are interested in having government representatives attend CAMDO meetings to speak, then members need to say so and identify what they want them to speak about.

#### Advocacy budget

An amount has been budgeted to invest in advocacy work, which should be spent on developing collateral material: print materials specific to our key messages.

#### Arts Summit

This is another cross-disciplinary arts advocacy group which met in Banff recently. They have a Hill Day planned. The group includes many high profile philanthropists.

Their focus is on M.A.D. - marketing and development, Canada and the world stage.

They are dominated by large performing arts companies, but we need to be aware of what they are doing.

#### Culture Days

Arts events will be held across the country on September 24-27. Members should consider aligning their events because a lot of marketing will be going into it.

Discussion:

It was noted that a number of cities and CAMDO members are participating.

It was noted that the Arts Summit group is for very large organizations only and somewhat exclusive, Quebecers were absent from the last meeting and the next meeting is in Toronto. It was added that the organizations seems to be about bonding with your Board in a climate of common language and learning.

#### International Museums Day

It was asked how many are participating in International Museums Day. One member noted that they are participating. There is push at the Association of Art Museum Directors to participate because visual arts museums have not been participating. Members should be encouraged to participate. It is in September and you can choose a day nearby, something useful.

Motion: to accept the report of the Advocacy Committee

Moved: Brooke

Seconded: Nemiroff

Carried

#### **Collections Issues Committee**

Attending: Josephine Mills (Chair),

#### **Topics Discussed**

##### The Collections Survey report

The Executive Summary has been circulated in the meeting kits. This is a document to be used by members; it is specifically for sharing with others. The translation needs to be verified and corrected. The final document will be downloadable from the CAMDO website.

As a result of the Survey, the Chair reported having had speaking opportunities and that generally the people she has spoken to have little idea of all that is involved in collections management.

Next steps on collections issues raised in the Survey:

- Discussion of collaborative access to conservation services or facilities; e.g. paying to access larger institutions' staff or facilities, including looking at possible models, detailing steps, and making it real.

- Further surveying needs to be done on questions that did not generate good results; three or four quick questions; anecdotal responses.

Motion: to accept the report of the Collections Issues Committee

Moved: Nemiroff

Seconded: Reid

Carried

## **Professional Development Committee**

Attending: Stephen Borys (Chair), Martin Seggar, Philip Monk, Kirstin Evenden, Valerie Cooper, Matthew Hyland, Virginia Eichhorn, Amanda Cecchia, Carolyn Bell Farrell

### **Topics Discussed**

#### Member Profile Survey

- The profile survey was not that well received by new members, the main challenges being that the actual survey was not user friendly.
- Members (new and old), however, are interested and supportive of a membership-wide survey focusing on individual members and their respective institutions.

#### Recommendations:

- Send out the member and institution profile survey to the entire membership so that the data will be useful to the Board and the membership.
- Select a user friendly transmission method of the survey – form-fillable pdf (online)
- All new members will also be required to fill out the member and institution profile survey at the time of their application for membership
- Membership-wide survey should not be done annually, but perhaps every 3 years
- Penalty for members that don't participate in survey (eg. AAMD members who don't participate in surveys are required to "purchase" the survey results, while participating members receive the survey at no charge)

#### New Members

- More needs to be done for new members, and there are several recommendations put forward by the committee:
- New members should receive a personal letter (on CAMDO letterhead) and welcome by the President of the Board and/or Executive Director (an email and telephone call would also be nice)
- Members should be matched with a mentor for the first year – and a structure communication by email/telephone initiated by the mentor is set up.

#### At the annual meeting:

- name tags for all members (new and old)
- formal welcome and introduction of all new members by President
- new member bios (100 words) included in the agenda (for distribution)

#### Website and List-serve

- The topics/message notification system used by AAMD should be considered for the CAMDO website. Members are alerted (by email) by AAMD of a new topic/message – and then they click on the link and it takes them to the AAMD website and the message.

- Committee is not interested in having businesses and private sector organizations advertise on the CAMDO website, especially since it could take a lot of the Executive Director's time and the not see significant revenue. There would have to be a business plan to review if we were going to consider this initiative.
- Committee is interested, however, in having businesses and various trades have an opportunity to present/market their products and services at CAMDO meetings. Members felt that it wouldn't be inappropriate for businesses to also sponsor a reception, lunch or dinner at CAMDO meetings.

### Social Networking

- Committee is interested in a workshop on social networking and other communication means.

### Training and Education

- Any training or education initiatives should be focused on the CAMDO membership and the needs of museum/gallery directors
- Preference is for bringing specialists in different professional/research areas that interest the membership rather than bringing in "key note address" speakers

#### Topics for presentations:

- Audience building and engagement
- Marketing
- Branding
- Asset appraisal
- Government relations and advocacy
- Organizational behaviour and HR issues
- Budgeting and fiscal planning
- Publishing
- Communication Design

### Tours

- Committee is not really interested in developing tours for CAMDO, but members were interested in discussing initiatives with colleagues for development within their own organizations
- They don't see such tours as a role or responsibility of CAMDO unless it's a specific program/tour for the CAMDO membership – such as an international or national event that would warrant CAMDO participation.

### Meeting Dates and Locations

- Committee feels it's the Board's responsibility to select dates and locations for CAMDO meetings.
- The annual fall (November) meeting in Ottawa is a good idea, and this meeting should coincide with the Parliament Hill/Advocacy day. Members are interested in having their own "Hill" day separate from the CMA.
- Spring meeting should be the annual (AGM) meeting, and ideally should be held in late April or early May.

Larger and more "attractive" cities are desirable for the spring meeting as there are more offerings and options for membership, and these larger cities are likely to attract better membership attendance.

### **Elections**

Motion: that Peter Thompson and Stephen Borys be elected to the CAMDO board of directors for a second term, 2010-2012.

Moved: Mayer  
 Seconded: Archer  
 Carried

Motion: that Janet Brooke be elected to the CAMDO Board of Directors for a first term, 2010 - 2012.

Moved: Thompson  
 Seconded: O'Laoghaire  
 Carried

### **New Business**

There was no new business.

### **Next Meeting**

The next CAMDO general meeting will be held in Ottawa on November 22nd and 23rd.

### **Adjournment**

Motion: to adjourn the meeting  
 Moved: O'Laoghaire  
 Seconded: Thompson  
 Carried

## **Actions arising from the 2010 Annual General Meeting**

1. The Legal Affairs Committee recommends that the Board and Executive Director develop a process to allow former CAMDO members or 'directors' who are not technically eligible for membership to attend CAMDO general meetings, with a flat fee paid.
2. The Legal Affairs Committee recommends that the matter on including the managers of public art programs be looked at by the board, and that they bring a recommendation back to the membership.
3. The Legal Affairs Committee recommends that the fee schedules presently in use be posted to the CAMDO website.
4. The Advocacy Committee recommends that the exhibition fee schedules currently in use be posted to the CAMDO website.
5. The Advocacy Committee recommends that a consultative process be found, perhaps using the new list-serve, to develop a set of Key Messages for a Hill Day to be held in the fall of 2010.
6. The Advocacy Committee recommends the use of tools on the Canada Council for the Arts website as a foundation upon which to build members' own advocacy campaigns.
7. The Advocacy Committee would like to know more about the Canadian Arts Coalition so that it can consider whether CAMDO should join.
8. Members should consider participating in Culture Days - arts events being held across the country on September 24-27, 2010.  
<http://www.culturedays.ca/en/about-culture-days/background-and-history>
9. Members should be encouraged to participate in International Museums Day, May 18th, 2010 (or a date close to).  
[http://icom.museum/doc/imd2010\\_links.html](http://icom.museum/doc/imd2010_links.html)
10. The Collections Issues Committee recommends that the Collections Survey Executive Summary be corrected (French version) and posted on the CAMDO website for downloading.
11. The Professional Development Committee recommends:
  - Sending out the member and institution profile survey to the entire membership so that the data will be useful to the Board and the membership.
  - Selecting a user friendly transmission method of the survey – form-fillable pdf (online)
  - That all new members be required to fill out the member and institution profile survey at the time of their application for membership
  - That a membership-wide survey should not be done annually, but perhaps every 3 years
  - That a penalty be levied against members that don't participate in survey (eg. being required to purchase the survey results, while participating members receive the survey at no charge)
  
  - That more be done for new members, including a personal letter (on CAMDO letterhead) and welcome by the President of the Board and/or Executive Director (an email and telephone call would also be nice), and matching each new member with a mentor for the

first year, along with a structure of communication by email/telephone initiated by the mentor.

- That name tags be available at all general meetings for all members (new and old)
- That new members receive a formal welcome and introduction by the President
- That new member bios (100 words) be included in the meeting agendas (for distribution)
  
- That a notification system be developed to alert members when there are updates or new information on the CAMDO website.
  
- That businesses and trades serving art museums be offered an opportunity to present/market their products and services at CAMDO meetings and/or to sponsor a reception, lunch or dinner at CAMDO meetings.
  
- That professional development opportunities be integrated into future CAMDO meetings, preferably bringing in specialists for workshops rather than “key note address” speakers. Topics of interest to members include:
  - Social media and networking
  - Audience building and engagement
  - Marketing
  - Branding
  - Asset appraisal
  - Government relations and advocacy
  - Organizational behaviour and HR issues
  - Budgeting and fiscal planning
  - Publishing
  - Communication Design
  
- That responsibility to select dates and locations for CAMDO meetings be assumed by the Board of Directors

## Executive Director's Report

Annual General Meeting - April 27, 2010

### Organizational Development

CAMDO made good progress in all of its core areas this past year: membership, communications, research, policy development and advocacy.

In the area of **membership**, there are now 90 members, up significantly since 2007 when there were under 70. There were many institutions without directors when I arrived in Feb. 2009, directors on the move. Most positions are filled now and I have a feeling that things are settling down.

I do ask myself, however, whether there are still public galleries whose directors should be part of CAMDO but are not yet members. You will know that last year we amended the bylaws to broaden the reporting requirement for directors, so that directors working within larger institutions, libraries or universities where the director reports to a VP academic or another more senior Director, are now clearly included.

**Communication** is CAMDO's core function. The concrete forms are these meetings and correspondence, primarily email. As you know, we rolled out a new identity, logo, membership cards and member tag line for use on your institutional correspondence last fall. These have all been well received and have given CAMDO a fresh and professional face.

There have been two other important developments. A list-serve was launched in March. To date it has been little used. I'm not sure why that is, but it is likely that there just have not been any pressing issues to discuss. In any case, the list-serve is there for to use and time will prove its usefulness.

I'm pleased to report that CAMDO website has been redesigned. It now uses blog software so it is very easy to update and I've been managing to post items of general interest fairly regularly. What still needs work, is the archive of research papers, policies, etc. Some of this material is there in the members only area but it's far from complete, so work will continue on the site over the coming months.

I have in mind a second phase of development of the website, to give it a more public face. At the moment it is focused on the members, but I would like to see more information about art museums, what they are, and about you, the leaders of this remarkable community of institutions.

I might also add that I recently received three boxes of CAMDO archive materials from Jon Tupper, who found them in his office when he assumed his new job at the Art Gallery of Greater Victoria. I'm very grateful to Jon for finding these materials. I had thought they were at the National Library and Archives. I'm not sure if all of CAMDO's history is in these boxes but hope to have time this summer to spend reviewing and organizing a proper archive.

**Research** is perhaps the most useful service CAMDO can provide to its members. CAMDO does not so much do research itself as initiate, coordinate and distribute it. Brian has noted all the various research-type enquiries that have taken place already this year. This is very encouraging and I hope you will continue to look to the CAMDO network for comparative information. This is the kind of thing that proves the value of your association.

The new research initiative for 2010 is the publications project, led by Rodger Touchie. I trust the session Monday was useful. I'll continue working with Rodger over the next two months until we have a final report that will, hopefully, show the way forward.

There is another important research initiative underway. The Visual Arts Alliance, the group of twelve visual and media arts organizations formed at the Visual Arts Summit in 2007 developed a very detailed research plan last year, but we have found it so ambitious and comprehensive it is hard to know where to start. So VAA went to Canada Council and secured funding to hire a researcher, Guy Belevance, to inventory what research is already out there. He started in December and by June will have created a comprehensive bibliography of the available existing research on the visual arts sector. We all know that our sector is perhaps the least well understood part of what we call "the arts" and research is vital to both improving our understanding of ourselves and helping the rest of the arts sector and the public understand us.

**Policy Development** is another area of CAMDO activity. The primary policy document is the Ethics and Professional Practice guidelines. In 2007 guidelines on Deaccessioning were appended to the Ethics and Professional Practice guide.

There are other areas in which CAMDO could develop guides. In the area of exhibition fees and reproduction rights, there are in practice standards, but they aren't written down. Similarly, collections management, the handling of Holocaust-era artworks, and publications are areas in which it seems there could be useful information sharing. The committees have been considering how to proceed in such areas and we'll hear from them shortly.

Members want CAMDO to do **advocacy**, to have more presence and influence. The question is what to do and how. When we were developing the new identity for CAMDO, our communications consultants warned us about the risk of pursuing advocacy without first securing the fundamentals of what CAMDO does. Focus on the core, and then build out, was their advice.

Nevertheless, last year CAMDO initiated a significant advocacy initiative, a "Hill Day". I am grateful to John McAvery and the CMA for taking up the idea and committing substantial resources to make it happen. Fifteen CAMDO members joined another thirty museum directors for a full day of meetings in Ottawa with Parliamentarians. Now it seems CMA is thinking this should be an annual event, so there is planning going on to stage another Hill Day this fall.

The CMA has also been actively consulting with the Department of Canadian Heritage about the M.A.P. program. Renewal and expansion of M.A.P. was one of the "asks" presented on Hill Day but there was no clear response from the government. The 2010 federal budget basically held the status quo. That was less than we hoped but nevertheless we all felt relieved. Work will continue on this front, to ensure that the government is aware of our community and its importance.

Another aspect of advocacy work is community-based. It's about aligning and working with other organizations on broader community-wide issues. The Visual Arts Coalition was formed during the 2008 election and fell apart afterwards, but has recently been revived with a view to unifying the arts communities around a major public campaign promoting the arts. The Visual Arts Alliance is a very useful consortium of service organizations working in the visual arts, and I have been working with them, setting up committees and such, so that the VAA group can move forward as a block.

Finally there is the area of **Members' Professional Development**. There is a role for CAMDO to play in how curators and others evolve into directors, and in the question of ongoing training for existing directors. What that role is has yet to be determined but we are working on it.

A few months ago, I met with Joyce Zemans, who teaches at York and many of you will know. She offered some sage advice; face-to-face encounters are the most productive, people learn best when they are with others at the same experience level, learning has to be focused on topical, current, need-to-know issues.

In 2010-11, CAMDO will continue to explore the question of education and I'm confident we'll come up with a useful formulation.

### **Conclusion**

After a year and a bit on the job, I'd like to say what a great pleasure it is working with you. The best part of the job by far is the opportunity to visit you in your home environments; it gives me great insight into the challenges you face and I hope those conversations feed back into a program that is increasingly relevant and useful to you. I was recently speaking to Shirley Thomson about leadership and she observed that art museum directors are unlike executives in other fields in this respect, not only are you exceptionally knowledgeable and skilled, but you are also passionate about what you do. These are strengths that we in the visual arts community know ourselves. I believe working together through CAMDO, we can make great strides towards convincing the rest of the world as well.