



ONTARIO ARTS COUNCIL
CONSEIL DES ARTS DE L'ONTARIO

RE-GENERATION

THE HEALTHY ARTS LEADER

**Report on the
Ontario Arts Council's
Arts Management Conference**

Annexes

February 6 and 7, 2005

**Prepared
by Carolyn Mackenzie**



ONTARIO ARTS COUNCIL
CONSEIL DES ARTS DE L'ONTARIO

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ANNEXES

TABLE OF CONTENTS

Annex 1	4
Evaluation Summary	4
Annotated Comments	5
Annex 2	7
Steering Committees	7
Conference Steering Committee	7
Young Managers' Roundtable Committee	8
Conference Coordination	8
OAC Conference Management Team	8
Additional Thanks	8
Annex 3	9
Selected Biographies	9
Nora Spinks	9
Andrew Taylor	9
Mary W. Rowe	10
Sibyl Frei	10
Jean Malavoy	11
Susan Cohen	11
Robert D. Johnston	11
William Lau	12
Yvette Nolan	12
Kathleen Sharpe	12
Kim Tomczak	13
Rick Lash	13
Annex 4	14
Breakout Session Leaders	14
Annex 5	17
Conference Participants	17

Annex 1

Evaluation Summary

In order to assess the conference's effectiveness and analyze "next steps," an invitation to participate in an online evaluation was sent out to all conference delegates after the conference. Of a total of 312 delegates there were 104 online evaluation responses – one-third of delegates, 56% of whom were managers. The first 18 questions related to the conference itself. The last nine questions relate to the HR practices in the delegate's organization. Survey participants were asked to rate various elements of the conference on a scale of 5 (excellent) to 1 (poor) or 4 (excellent) to 1 (poor).

Lead speakers Nora Spinks and Andrew Taylor were very popular, Nora with 61% of the respondents giving her an excellent rating of 5; Andrew received 36% approval at a rating of 4 out of 5. Overall the lead speakers were deemed of greatest value as a conference presentation format by 63% of survey participants.

Between 32 and 40% of respondents rated both the *Mentorship Strategy Discussion* and the *Challenges in Professional Development* plenary sessions at the midpoint of 3 out of 5. Between 50 and 60% of survey participants rated both the *Succession Planning* session and Rick Lash's *Top Leadership – Taking the Inner Journey* session at either 4 or 5 out of 5. Overall the plenary sessions were rated at the 3 out of 4 value level by 52% of respondents.

The *Peer Breakout* sessions were rated as least valuable by 40% of respondents whereas the *Subject Breakout* sessions were given a rating of 3 out of 4 by 41% of the respondents. The Alexander Technique and yoga classes were attended by 28 survey participants. The facility was given a rating of 4 out 5 by 44% of respondents.

Overall, 90% of survey participants felt that the conference was of value to them, with 93% of respondents suggesting there would be value in similar conferences in the future and 44% of whom felt future conferences should be held annually.

Highlights of the HR practices of the delegates' organizations include

1. 57% of organizations have human resource policies.
2. 66% of organizations do not have a dedicated staff member responsible for human resources.
3. 83% of organizations use contracts for its employees.
4. 71% of organizations use contracts for its sub-contractors.
5. 90% of organizations have job descriptions.

6. 67% of organizations conduct annual performance reviews.
7. 54% of organizations provide employee benefits beyond legislated requirements.
8. 57% of organizations have a professional development budget for its staff.
9. 52% of organizations do not have a Board of Directors human resource/personnel committee.

Annotated Comments

The following were identified by delegates as what they would like to see in the way of follow-up to the conference (the number at the end of each point indicates the frequency of the comment):

- A report of the conference with access to handouts and results of brainstorming sessions. (20)
- Follow-up and funding for a mentorship strategy. (9)
- Access to materials relating to human resources and professional development. (8)
- Continued access to workshops and conferences. (5)
- Answers to the issues discussed at the conference. (4)
- Development and sharing of succession planning strategies, including Board development. (3)
- Networking opportunities, including students. (3)

Favourable elements included the following (the number at the end of each point indicates the frequency of the comment):

- The opportunity to network and exchange ideas. (36)
- The speakers in general. (20)
- The cultural and generational diversity of the delegates. (11)
- Nora Spinks. (9)
- Atmosphere of community, openness and cohesiveness. (7)
- Availability of HR strategies, advice and tools. (7)
- The idea of the conference, that these issues were addressed. (6)
- Breakout sessions. (6)
- Andrew Taylor. (3)
- The organization of the event. (3)
- Peer and plenary sessions. (3 each)

The elements of the conference that delegates found problematic were the following (the number at the end of each point indicates the frequency of the comment):

- The breakout facilities were inadequate. (16)
- The peer breakout sessions. (11)
- Some of the breakout sessions were oversubscribed. (9)
- The leadership of the breakout sessions was uneven. (9)
- Not enough networking time. (6)
- Overemphasis on mentorship. (5)
- Not enough concrete subject-specific materials. (5)
- Relevance of the sessions. (5)
- The event being held on a weekend. (4)
- The conference being scheduled at a busy time of year. (3)
- Breakout sessions were too short. (3)
- Breakout sessions were different than expected. (3)
- No conclusions were generated. (3)

Other comments or suggestions include the following (the number at the end of each point indicates the frequency of the comment):

- Appreciation to the OAC for its commitment in hosting the conference and encouragement to host more events. (21)
- The breakout sessions took on a discourse quality rather than offering direct help and specific skills. (5)
- A suggestion for future events to include sessions specific to discipline and organization size. (4)
- The breakout room facilities were inadequate. (4).
- Include a focus and sessions specifically designed for new managers and someone to speak on behalf of new managers. (4)
- A sense that the conference was an opportunity for OAC to gather information or create a focus group. (3)
- Preference that future events be held during the work week. (3)
- More information provided on sessions prior to registration. (2)

Annex 2

Steering Committees

Conference Steering Committee

Philip Akin	Obsidian Theatre Company
Pat Bradley	Ontario Arts Council
Krista Dalby	Ontario Arts Council
Jerry Doiron	Shaw Festival
Louise Dompierre	Art Gallery Hamilton
Eric Dubeau	Ontario Arts Council
Mallory Gilbert	Tarragon Theatre
Jocelyn Harvey	Canada Council for the Arts
Glenn Hodgins (Chair)	Ontario Arts Council
Julia Howell	Ontario Trillium Foundation
Jonathon Knapp	Thunder Bay Symphony Orchestra
Cynthia Lickers-Sage	Ontario Arts Council
Carolyn Mackenzie	Conference researcher and coordinator
Jean Malavoy	Canadian Conference of the Arts
Jane Marsland	Consultant
Micheline McKay	Opera.ca
Shadi Mogadime	Consultant
Yvette Nolan	Native Earth Performing Arts
Claudette Paquin	TV Ontario
Catherine Smalley	George Cedric Metcalf Charitable Foundation
John Watson	Theatre Direct
Rudi Quammie Williams	Theatre Passe Muraille
Joyce Zemans	York University

Young Managers' Roundtable Committee

Melanie Aquino	Classic Theatre
Patrick Bourbonnais	Mouvement d'implication francophone d'Orléans
Pat Bradley (Chair)	Ontario Arts Council
Natalie De Vito	Mercer Union
Glenn Hodgins	Ontario Arts Council
Jonathon Knapp	Thunder Bay Symphony Orchestra
Sally Lee	Toronto International Film Festival Group
Cynthia Lickers-Sage	Ontario Arts Council
Jane Marsland	Consultant
Pasha McKenley	Coloured Girls Collective
Neketia Perez	Ballet Creole
Geneviève Pineault	Théâtre du Nouvel-Ontario
Catherine Smalley	George Metcalf Charitable Foundation
Alice Toyonaga	School of Toronto Dance Theatre
John Watson	Theatre Direct Canada

Conference Coordination

Carolyn Mackenzie	Conference coordinator and researcher
Candice Turner-Smith	Project coordinator
Arts Box Office	Registration Coordination

OAC Conference Management Team

Glenn Hodgins	Touring and Compass Program Officer
Pat Bradley	Theatre Officer and Research Manager
Krista Dalby	Program Assistant, Touring and Compass
Feizal Bacchus	Operations Manager
Kirsten Gunter	Communications Manager
Janice Lambrakos	Information Services Coordinator
Josée Bourbonnais	Francophone Support Coordinator
Myles Warren	Dance, Chalmers & Awards and ASO Officer
Daphnée Nostrome	Communications Assistant
Nicole Liao	Office Services Clerk
Mario Sangaraille	Receptionist

Additional Thanks

Mac Hillier	For the conference logo design
Volunteers	From the C Magazine, Humber College School of Creative and Performing Arts, Mercer Union, and University of Toronto Arts Administration Program

Annex 3

Selected Biographies

Nora Spinks

NORA SPINKS is President of Work-Life Harmony Enterprises, an international consulting and training firm based in Toronto. For more than 20 years, Nora has been providing leadership to leading corporations, governments, labour and community groups on work-life issues by focusing on creating supportive work environments, strengthening families and building healthy communities.

An experienced researcher and consultant, Nora has developed and implemented a variety of unique federal, provincial, community and corporate programs focusing on employee health and well-being, family care, workplace flexibility and work-life harmony. She developed Canada's first national family care resources and referral program and the first national network of employer-supported short-term and seasonal childcare services. She is currently involved in the development of back-up childcare centres in Toronto and advocating for workplace and community supports for families with extraordinary care needs.

As a recognized leading authority on work-life issues, Nora is a sought-after media contact and is quoted and profiled widely in print, and on radio and television nationally. She is the author of *The Manager's Work-Family Tool Kit* and frequent contributor to *Canadian HR Reporter* and *HR Professional*, as well as to the recently published texts *Advancing Women's Careers* and *Managing Human Resources*.

Nora has been actively involved in the development of the Centre for Families, Work and Well-being (CFWW) at the University of Guelph. Her other community endeavours have included active involvement with the Centre for Workplace and Community Well-being, Canadian Child Care Federation, The Learning Partnership, Conference Board of Canada and Eva's Place, North York's Emergency Home for Youth.

Andrew Taylor

ANDREW TAYLOR is Director of the Bolz Center for Arts Administration, an MBA degree program and research centre in the University of Wisconsin-Madison School of Business. An author, lecturer and researcher on a broad range of arts management issues, Andrew specializes in business model development for cultural initiatives and the impact of communications technology on the arts.

As a management, communications and technology consultant, he has worked with the International Society for the Performing Arts, American Ballet Theatre, Streaming Culture, the Center for Arts and Culture, the Lower Manhattan Cultural Council, and the League of Historic American Theatres, among others. He helped develop the pro forma and operating plan for Madison, Wisconsin's \$205-million downtown arts district and led the business model development team for a proposed Digital Dance Library initiative.

Andrew received his master's degree in Arts Administration from the University of Wisconsin-Madison and serves on the board of the Association of Arts Administration Educators. He also writes a featured weblog on ArtsJournal.com on the business of arts and culture (www.artsjournal.com/artfulmanager/).

Mary W. Rowe

MARY W. ROWE is a professional facilitator who develops and manages projects involving the public and private sectors, labour and local communities. She works specifically in the areas of health, governance, housing, social services, the environment, education, and culture. She directs a program called Ideas that Matter for Avana Capital Corporation, which includes convening and publishing on various issues in the public interest (www.ideasthatmatter.com). The current issue of ITM focuses in neighborhood revitalization and specifically on the proposed redevelopment of Regent Park in Toronto, the country's largest public housing community. ITM is also one of the sponsors of the upcoming Creative Places + Spaces conference scheduled for October 2005 in Toronto. In addition she provides community development assistance to select clients, including the Toronto Maple Leafs.

Sibyl Frei

SIBYL FREI, of DeGros Marsh Consulting, brings content expertise and facilitation skills to her work with cultural organizations, other not-for-profit groups, and non-profit – government partnerships. Sibyl was the managing editor of Ragweed Press / gynergy books for over ten years. Since selling the press in 2000, she has conducted cultural sector research for governments and sector organizations, undertaken numerous projects from planning and fund raising to management and successful completion, and facilitated conversations between many stakeholders within and across sectors. Sibyl is completing a Master of Adult Education at Saint Francis Xavier University with a focus on arts management.

Jean Malavoy

JEAN MALAVOY comes to the CCA with a wealth of experience in the cultural sector. Before joining the CCA in July 2004, he was the Executive Director of La Nouvelle Scène, a francophone arts venue in Ottawa. His past work also includes 12 years at the Ontario Arts Council, as well as time at the Ontario Trillium Foundation, the Bureau des regroupements des artistes visuels en Ontario (BRAVO), and the Conseil des organismes francophones du Toronto métropolitain. Jean also worked as a consultant in the cultural sector through his company, Jean Malavoy & Associés.

One challenge which he holds dear to his heart is to make Canadians aware of the fundamental role artists play in this country's quality of life. "Artists should be recognized and valued by society, and be able to make a decent living. We mustn't forget that it is artists who civilize us." He sees the arts as central to this country's well-being.

Susan Cohen

SUSAN HILARY COHEN has a rich and varied background which includes experience as a writer/broadcaster, producer and editor. She is a specialist in public policy and program development and worked with the Ontario Arts Council for twenty years in progressively senior positions. Since leaving the Council, Susan's consulting practice has focused on fundraising, community arts and education programs, and volunteer development strategies. Her clients include organizations in the arts, health and education sectors.

Currently working as program manager for Cultural Careers Council Ontario, Susan has initiated a series of programs for career skill development which address the needs of the full range of sectors within the cultural community.

Robert D. Johnston

BOB JOHNSTON is Executive Director of Cultural Careers Council Ontario which supports access to employment and career development in Ontario's cultural sector. He has had 28 years of experience as an arts administrator. He was General Manager of the National Ballet of Canada from 1979 to 1996. Prior to that he served as Deputy Minister of the Ontario Ministry of Culture & Recreation from 1996 to 1979. Prior to entering the cultural sector he held positions for 25 year in personnel and labour relations management in government and industry

-serving as Ontario Deputy Minister of Labour, Chairman of the Ontario Labour Relations Board, and Director of Industrial Relations for John Inglis Co. Ltd.

William Lau

WILLIAM LAU was born in Hong Kong and raised in Montreal. He graduated from York University with a Master of Fine Arts degree in Dance, and was enrolled in the Doctoral program in Ethnomusicology. Lau originally trained in both western classical ballet and Chinese dance; he now specializes in dance (female) roles in Peking opera. An actor, dancer and singer combined, he has interpreted qing-i (upright women), hua dan (courtesan women) and dao ma dan (warrior women) roles in many classical repertoires. He is currently the Artistic Director of the Little Pear Garden and the Board President of the CanAsian Dance Festival.

Yvette Nolan

YVETTE NOLAN is a playwright, dramaturg, director and educator. Her play Annie Mae's Movement was produced in Whitehorse, Winnipeg and Halifax in 1998-99 by Hardly Art, and in Toronto by Native Earth in 2001. Other plays include BLADE, Job's Wife, and Video, the libretto Hilda Blake and the radio play Owen. As a dramaturg, she works across Canada. She has lived in Winnipeg, the Yukon, Nova Scotia and is currently the Artistic Director at Native Earth Performing Arts in Toronto. The President of the Playwrights Union of Canada from 1998-2001, she currently serves as the President of Playwrights Canada Press.

Kathleen Sharpe

KATHLEEN SHARPE has 25 years of experience as a senior manager and administrator in government and the cultural sector. She has been Director of the Ontario Cultural Attractions Fund since its inception in 1999. The Fund, a unique program established to support cultural tourism attractions through a combination of grants and loans, has committed over \$20 million to over 160 organizations around the Province. Prior to OCAF, Kathleen was Director of the Culture Division of the Municipality of Metropolitan Toronto, a post she held from 1991 until amalgamation of the municipality into the City of Toronto. Kathleen's leadership led to the adoption by Metro Council of its first comprehensive cultural policy, Metro's Culture Plan, in 1994. She managed the transition of cultural programs and staff of 150 during the changeover from Metro to the new amalgamated City of Toronto. Kathleen has also held management positions at

the Ontario College of Art and Design and The Banff Centre. Kathleen has been the volunteer President of Toronto Artscape Inc. for the past three years during a period of explosive growth for the organization. She is also President of her consulting company Sharpe Culture.

Kim Tomczak

KIM TOMCZAK is a multidisciplinary artist primarily known for his work in performance, photography and video. Born in Victoria, B.C., he graduated with honours from the Vancouver School of Art (now the Emily Carr College of Art). He became a founding director of Pumps Centre of the Arts, in Vancouver, where he was involved in all aspects of fundraising and programming. In 1980 he moved to Toronto. His work has been shown extensively both nationally and internationally, including the Paris Biennale, the Canadian Cultural Centre in Paris, the Video Biennale in Vienna (where he received first prize for a tape co-produced with Lisa Steele) as well as the Musée des Beaux Arts in Montreal, Documenta 8 (Kassel, Germany) and the Centre Georges Pompidou (Paris). His work is in many collections including: the National Gallery of Canada, the Art Gallery of Ontario, the Vancouver Art Gallery, the Institute of Contemporary Art (Boston) and Trinity Square Video in Toronto. In 1982, he became a founding director of V tape, a national information and distribution series for independent video. He was a founding director of the Images Film and Video Festival, a founding director of the Audio Visual heritage Trust of Canada, a founding director of Beaver Hall Artists Housing Co-op and a past board member of the Oakville Galleries.

Rick Lash

RICK LASH is the National Expertise Director for the Haygroup's Management Development Practice. He has spoken widely on leadership development and organizational transformation and is a regular conference presenter. He has appeared on CBC's This Morning with Sheilagh Rogers and Workology. Rick has published numerous papers and book chapters on leadership and personal transformation including Taking the Inner Journey for the Ivey Business Journal and has written several articles for the Globe and Mail's Careers section; most recently Want Health and Happiness? Be Resilient and Middle-Earth at the Office.

Annex 4

Breakout Session Leaders

SESSION	LEADER	POSITION
Alexander Technique Class	Victoria Vasileski	Alexander Technique Coach
Peer Breakout Session 1	Carol Greyeyes	Indigenous Arts Advisor, Artist in Residence Consultant, Saskatchewan Arts Board
Peer Breakout Session 2	Ottie Lockey	Ottie Lockey Management, www.ottielockey.com
Peer Breakout Session 2.1	Andrew Taylor	Director, Bolz Center for Arts Administration, University of Wisconsin-Madison
Peer Breakout Session 3 and 4	Joysanne Sidimus	Executive Director, Dancer Transition Resource Centre
Peer Breakout Session 3 and 4	Catherine Smalley	Arts Program Manager, George Cedric Metcalfe Charitable Foundation
Peer Breakout Session 5	Jocelyn Harvey	Arts Consultant
Peer Breakout Session 6	Robert Sirman	Administrative Director, National Ballet School
B1 - Managing Change – New Tools for Managers	Beth Anderson	Director of Artistic Administration and Operations, Tafelmusik
B1 - Managing Change – New Tools for Managers	Tricia Baldwin	Managing Director, Tafelmusik
B2 - Arts Management 101	Melanie Fernandez	Director Community and Education Programmes, Harbourfront Centre
B2 - Arts Management 101	Natalie Lue	Director of Planning, Harbourfront Centre
B3 - Exploring Partnerships	William Moore	President, SOLUTIONSInk
B4 - The Changing Face of Arts Organizations	Rudi Quammie Williams	General Manager, Theatre Passe Muraille

B5 - Performance Management	Holly Seebach	Professor Business and Entrepreneur Division, Niagara College
B6 - Developing a Compensation Strategy	Mike O'Meara	Organizational Development Learning Instructor and Mentoring Co-ordinator, Niagara College
B7 - Organizational Self-Evaluation – Aboriginal and Culturally Diverse Arts Practices	Shadi Mogadime	Mogadime Marketing and Fundraising Group
B7 - Organizational Self-Evaluation – Aboriginal and Culturally Diverse Arts Practices	Jane Marsland	Consultant
Yoga Session	Ian MacDonald	Yoga Instructor
C1 - The Value of Mentorship	Deborah Andrews	National Director Mentorship Program, Canadian Film and Television Production Association
C2 - Surviving Transition	Lisa Steele	Creative Director, Vtape; Artist, Writer and Professor, University of Toronto
C3 - Occupational Health and Safety	Janet Sellery	Health and Safety Manager, Stratford Festival
C4 - Dealing with Challenge and Conflict	Clark Reed	NetGain Partners Inc
C5 - Organizational Self-Evaluation	Michelle Harkness	HR Consultant
D1 - Generational Diversity in the Arts	Jane Marsland	Consultant
D1 - Generational Diversity in the Arts	John Watson	General Manager, Theatre Direct

D2 – Working in Crisis?	Teresa O'Neill	Certified Professional Collective Coach Coaching Connections
D3 - Cluster Management	Christine Moynihan	Executive Director Dance Umbrella Ontario
D3 - Cluster Management	Lisa Nabieszko	Executive Director, STAF
D4 - Designing and Implementing an Internship Program	Karen Ennis	Administrator, Cultural Careers Council Ontario
D4 - Designing and Implementing an Internship Program	Bob Johnston	Executive Director, Cultural Careers Council Ontario
D4 - Designing and Implementing an Internship Program	Catherine Smalley	Arts Program Manager, George Cedric Metcalfe Charitable Foundation
D5 - Recruitment and Selection	Nina Small	Human Resources Manager, Ontario Arts Council
D6 - Human Rights	Neil Edwards	Director Mediation and Investigation Branch, Ontario Human Rights Commission

Annex 5

Conference Participants

Miriam Adams, Dance Collection Danse
Melissa Adamson, Toronto Children's Chorus
Fred A. Addis, Leacock Museum
Linda Albright,
 Art Network for Children and Youth
Babek Aliassa, Bravo-Sud
Zainab Amadahy, Community Arts Ontario
Beth Anderson, Tafelmusik
Dolores Anderson, Mariposa In The Schools
Barbara Anderson-Huget, Theatre Ontario
Deborah Andrews, CFTPA
Susan Annis, Cultural Human Resources Council
Melanie R. Aquino, Classic Theatre Cobalt
Christine Ardagh,
 The Artists' Health Centre Foundation
Roberto Ariganello,
 Liasion of Independent Filmmakers of Toronto
Ann Atkey
Anna Azrahimi Hamedani, University of Toronto
David Baile, Opera Atelier
Billyann Balay, Ontario Arts Council
Tricia Baldwin, Tafelmusik
Pierre Baliki, Stars Of Lebanon Theatre Company
Anthony Bansfield, Canada Council for the Arts
Alex E. Baran, Hamilton Philharmonic Orchestra
Jessica Baran, Dance Umbrella
Linda Barnett, Linda Barnett Consulting Services
Dave Barr, Centre for Cultural Management
Patricia Barretto, CanStage
Jill Battson, PoetBureau
Erika Beatty, Niagara Symphony Association
Kimberly Beaune, Simple Truth Theatre
Mimi Beck, Dance Works
Martine Becquet, Bravo-Sud
Nancy Bell
Sandra Bell, Arraymusic
Rose Bellosillo, Hot Docs
Erin Benjamin, Ontario Council of Folk Festivals
Christine Berg, CanStage
Monique Bertoli, Les Editions du Vermillon
Elizabeth Bihl, Canadian Music Centre
Anya Blake, South of 60
Brainerd Blyden-Taylor,
 The Nathaniel Dett Chorale
Alain Boisvert, La Nouvelle Scène
Laura Bonfigli, Theatre Passe Muraille
Nathalie Bonjour, Nightwood Theatre
Majdi Bou-Matar,
 The MT Space (Multicultural Theatre)
Margaret Boyd, Festival of Sound
Pat Bradley, Ontario Arts Council
Dian Marie Bridge, Playwrights Guild of Canada
John Brotman, Ontario Arts Council
Heather Burns, CanStage
Marian Butler, Manitoba Arts Council
Carl Cadogan, No Kee Kwee
Steven Campbell, Ontario Arts Council
Katherine A. Carleton,
 Profit Arts Facility Finance Fund
Guislain Caron, Théâtre Français de Toronto
Tom Carson, Smile Theatre
Debra J. Chandler
Robyn Chan-Kent, University of Toronto
Thomas Chanzy, Théâtre Français de Toronto
Petra Chevrier, Images Festival
Laura E. Clark, Canadian Opera Company
Michael Code, The Banff Centre
Sandy Code, The Lindsay Gallery
Susan Cohen, Cultural Careers Council Ontario
Ella Cooper, Kaeja d'Dance
Helen Coxon, Orpheus Choir of Toronto
Shelley Crawford,
 University Of Toronto at Scarborough
Alexandra A. D'Arcy
Krista Dalby, Ontario Arts Council
Laurie Davis, Prefix ICA
Andrea Dawber, Clay and Paper Theatre
Natalie De Vito, Mercer Union
Gayle Dempsey, Muskoka Place Gallery
Shere DiCiccio, Waterloo Community Arts Centre
Denise Dickin, The Assembly Hall, City of Toronto
Daniel Donaldson, Orchestra Canada
Donna Doxtator, Quinte Arts Council
Tammy Duncan, Showplace Performance Centre
Heather Dunford, School of Toronto Dance Theatre
Yvan Dutrisac, YDART
Dave Dymont
Diane Eaton, Ontario Arts Council
Neil Edwards, Ontario Human Rights Commission
Sue Edworthy, Theatre Passe Muraille
Catherine Emes, Queen of Puddings Music Theatre
Karen Ennis, Cultural Careers Council Ontario
Patricia Eton-Neufeld, Guelph Chamber Choir
Carol A. Feeney, Quinte Arts Council
Melanie Fernandez, Harbourfront Centre
Elisabeth Feryn, Gallery 96
Jennifer Filippelli, Theatre Passe Muraille
Lorraine Filyer, Ontario Arts Council
Helena Fine, Te Amim Music Theatre
Rebecca Fisseha
Shannon Fleming, Orchestra Canada
Maxine Francis, University of Toronto
Leslie Francombe, Carousel Players
Helena Frei, Independent arts manager
Sibyl Frei, Creative Management Project
Jeremy Freiburger, RBC Festival of Classics

T. Anne Frost
 Gary Froude, Muskoka Lakes Music Festival
 Kendra A. Fry, Cahoots Theatre Projects
 Warren Garrett, CCI
 Simone Georges, 4th Line Theatre
 Mallory Gilbert, Tarragon Theatre
 Rebecca Gimmi, C Magazine
 John Goddard, Lorraine Kimsa Theatre
 Brian Goldenberg, Markham Youth Theatre
 Katherine Grainger
 Jennifer A. Green, Kaeja d'Dance
 Donna Greenberg, Ballet Espressivo
 Justine Greenland Duke
 Tanya Greve, Crow's Theatre
 Carol Greyeyes, Saskatchewan Arts Board
 Joanne Guillemette, La Galerie d'art d'Ottawa
 Kirsten Gunter, Ontario Arts Council
 Adam S. Guzkowski
 Andrea J. Halwa, London Arts Council
 Dale C. Hamilton, Everybody's Theatre Company
 Amanda Hancox,
 Dancer Transition Resource Centre
 Michelle Harkness
 Judy Harquail, CCI Ontario Presenting Network
 Katharine Harris, Dance Umbrella
 Liz M. Hart
 Philip Hartwick, Theatre Passe Muraille
 Deb M. Harvey, The Grand Theatre
 Jocelyn Harvey, Consultant
 Tiffany Harvey, Hill Strategies Research
 Liz Harvey-Foulds,
 Georgian Bay Folk Society/Live from the Rock
 Julie Hastings, Guelph Jazz Festival
 Sasha Havlik, Mercer Union
 Sherri Helwig,
 Arts Management, University of Toronto
 Adam Herst, Canadian Arts Management
 Jamie Hill, Theatre & Co.
 Lynda Hill, Theatre Direct Canada
 Shana Hillman, Dance Umbrella
 Ruth Hoch, Toronto Dance Theatre
 Glenn Hodgins, Ontario Arts Council
 Camilla Holland, Volcano
 Jane Howard-Baher, Inner City Angels
 Julia Howell, Ontario Trillium Foundation
 Jill Humphries
 Maria Hupfield, 7th Generation Image Makers
 Brad Hutton, Ontario Crafts Council
 Michelle Jacques, Mercer Union
 Tim Jennings, Roseneath Theatre
 Elsa L. Johnston,
 Association of Canadian Publishers
 Robert D. Johnston,
 Cultural Careers Council Ontario
 Kay Kanbayashi, Canadian Music Centre
 Zsuzsa Keleman, Jumbles Theatre
 Heather Kelly, Heather Kelly Communications
 Madeha Khalid, Soulpepper Theatre Company

Jonathon Knapp, Thunder Bay Symphony Orchestra
 Sophie Kneisel, 4th Line Theatre
 Kim Knox, Ontario Arts Council
 Risa Kusumoto, University of Toronto
 Maggie Kwan, Toronto Dance Theatre
 Martin Lacelle, Centre Cultural le Chenail
 Janice Lambrakos, Ontario Arts Council
 Hannah Lan, University of Toronto
 Leah Landriault, CanStage
 Dennis Landry, Music & Film In Motion
 Kim Larocque, Cultural Human Resources Council
 Sandra Laronde, Red Sky
 Rick Lash, The Hay Group
 William Lau, Little Pear Garden
 Sally Lee, Toronto International Film Festival
 Elisabeth Leiss McKellar, Mohawk College
 Josée Létourneau, Théâtre la Catapulte
 Amanda Lewis,
 Ottawa School of Speech and Drama
 Cynthia Lickers-Sage,
 Department of Canadian Heritage
 Shannon Litzenberger, Canadian Dance Assembly
 Ottie Lockey, Ottie Lockey Management
 Arlene Loney, Ontario Arts Council
 Pat Loughran, Charles W. Stockey Centre
 Natalie Lue, Harbourfront Centre
 Ian MacDonald
 Carolyn Mackenzie, Consultant
 Jean Malavoy, Canadian Conference of the Arts
 Alexi Manis,
 Liason of Independent Filmmakers of Toronto
 Cheri Maracle,
 Imaginative Film and Media Arts Festival
 Marta Marin, Tant Per Tant
 Cathy Marostica, CanStage
 Ray Marshall, Academy Theatre
 Jane Marsland, Consultant
 Ingrid Mayrhofer, McMaster Museum of Art
 Gillian McCann, Arzoo Dance Theatre/SAVAC
 Penny McCann, Saw Video
 Joely McEwan, CanStage
 Charles McFarland, Great Canadian Theatre
 Company
 Trish L. McGrath, The Word On The Street
 Micheline McKay, Opera.ca
 Scott McLeod, Prefix ICA
 Megan McNally, CanStage
 Brian Meehan, Museum London
 Renee Mellow, MASC
 Catherine Melville,
 The Storyteller School of Toronto
 Natalie S. Millett,
 Salamander Theatre for Young Audiences
 James Missen, Canadian Conference of the Arts
 Roy Mitchell, Trinity Square Video
 Shadi Mogadime,
 Mogadime Marketing and Fundraising Group
 Mélanie Mongeon, Réseau Ontario
 Ann S. Monoyios, Ann Monoyios Productions Ltd

William Moore, SOLUTIONSink
 Craig Morash, Tarragon Theatre
 Rosalyn Morrison, Ontario Crafts Council
 Christine Moynihan, Dance Umbrella Ontario
 Sarah Mulholland, Ontario Crafts Council
 Lisa Nabieszko, STAF
 Colette Naubert, Ontario Trillium Foundation
 Jonathon Neville, Imagiscape Theatre
 Nadé Nixon, Association for Native Development in
 the Performing and Visual Arts
 Yvette Nolan, Native Earth Performing Arts
 Marilo Nunez, Nightwood Theatre
 Mike O'Meara, Learning Dynamics/Niagara College
 Teresa O'Neill, Coaching Connections
 Meagan O'Shea, Dance Umbrella
 David Olds, New Music Concerts
 Virginie Ouellette-Berruel, Ontario Arts Council
 Lata Pada, Sampradaya Dance
 Edita Page
 Cecelia Paulucci, The International Bach Festival
 David Parsons, Ontario Arts Council
 Anjali Patil, Department of Canadian Heritage
 Paulette Pelletier-Kelly, Cultureworks
 Joost Pelt, Black Tulip Inc.
 Francine Perinet, Oakville Galleries
 Claire Pfeiffer, Canadian Magazine Publishers
 Association
 Jamie Phalen, Trinity Square Video
 Lesley Phimister, CARFAC Ontario
 Madi Piller, Toronto Animated Image Society
 Joanna Poblocka, League of Canadian Poets
 Paola Poletto, Design Exchange
 Cristina Prinzo, Black Tulip Inc.
 Erica Proudlock, University of Toronto
 Piera Pugilese, Junction Forum for Arts and Culture
 Ester Pugilese, Junction Forum for Arts and Culture
 Susan Ramsay, Junction Forum for Arts and Culture
 Merika Ramundo, Soulpepper Theatre Company
 Clark Reed, Netgain partners
 Elizabeth Reynolds, Toronto Arts Council
 James Richardson, Third Wall Theatre Company
 Kaija Robinson, Opera Atelier
 Mary Rowe, Ideas That Matter
 Carol E. Rowntree
 Lyn Royce, Royce Public Images
 Melanie Rutledge, Canada Council
 Jason Ryle,
 imagineNATIVE Film + Media Arts Festival
 Dominique Saint Pierre, Francophone MASC
 Mario Sangaraille, Ontario Arts Council
 Arlene Saunders, Elora Centre for the Arts
 Heather L. Saunders, White Water Gallery
 Jasmine Sawant, Sampradaya Dance
 Joan Sax, Opera York
 Heather Marie Scheerschmidt,
 Ottawa School of Speech & Drama
 Doriana Schiavi, Dance Umbrella of Ontario
 Debra Seabrook-Page,
 St.Thomas Elgin Public Art Centre

Holly Seebach, Niagara College
 Kaen Séguin, Ontario Arts Council
 Janet Sellery, Stratford Festival of Canada
 Kathleen Sharpe, Ontario Cultural Attractions Fund
 Chandra Siddan, Regent Park Film Festival
 Joysanne Sidimus,
 Dancer Transition Resource Centre
 Amela Simic, Playwrights Union of Canada
 Camilla Singh, Museum of Contemporary Art
 Robert Sirman, National Ballet School
 Nina Small, Ontario Arts Council
 Catherine Smalley,
 George Cedric Metcalf Charitable Foundation
 Shelagh Smith, Bookbinders and Book Artists Guild
 Mitchell L. Smolkin, Ashkenaz Foundation
 Robin Sokoloski, Humber College
 Renata Soutter, MASC
 Rhoma Spencer, Theatre Archipelago
 Nora Spinks, Work-Life Harmony Enterprises
 Donna-Michelle St. Bernard,
 Native Earth Performing Arts
 Michele Stanley, Toronto Animated Image Society
 Stephanie Stavro, Les Amis Concerts
 Lisa Steele, V tape
 Allan Stein, Charles W. Stockey Centre
 Tamara S. Steinberg, Art Starts
 Jeff Stellick, Ottawa School of Art
 Jini Stolk, Creative Trust
 Urmas Suits, Charles W. Stockey Centre
 Kerry Swanson, imagineNative
 Lilita Tannis, Urban Arts
 Jeanine Tartarian,
 Stars Of Lebanon Theatre Company
 Andrew Taylor, Bolz Center for Arts Administration
 Paul Templin, Hart House Theatre
 Menaka Thakkar, Menaka Thakkar Dance
 Rasesh Thakkar, Kalanidhi Fine Arts of Canada
 Kim Tomczak, V tape
 Andrea Toole, Prologue to the Performing Arts
 Alice Toyonaga, School of Toronto Dance Theatre
 Annie Tse, University of Toronto
 Candice Turner-Smith, Consultant
 Victoria Vasileski
 Anne Wadano, University of Toronto
 Peter Wambera, CanStage
 Myles Warren, Ontario Arts Council
 John Watson, Theatre Direct Canada
 Alexa White-Hawley, The Nathaniel Dett Chorale
 Victoria Wickett, North Bay Symphony Society
 Erin Wilbur, Dancemakers
 Rudi Quammie Williams, Theatre Passe Muraille
 Dermot Wilson, Kennedy Gallery
 Lascelle Wingate
 Carolyn Wood, Independent mediator
 Heather Wood, Toronto Children's Chorus
 Greg Woodbury, Charles Street Video
 Judith Young, The Amadeus Choir
 Jahan Zeb, Immigrant Culture and Art Association
 Joyce Zemans, York University

