

**Shenkman Arts Centre
Community Consultative Group
Meeting Notes 3**

Thursday, April 7, 2016 | 9:30 a.m.

Emmy & Victor Abboud Music Studio, Shenkman Arts Centre

CCG Members Present:

Caroline Obeid (Co-Chair), Victoria Steele (Co-Chair), Pierrette Boisvert, Patrick Bourbonnais, Jasmine Brown, Laura Cyr, Nadia Desrochers, Jacque Embleton, Alexis Hebert, Kathi Langston, Luc Ouelette, Mélanie Ouimet-Sarazin, Yasmina Proveyer, Rosemary Swan

Regrets:

Robert Warren, Lianne Zitzelsberger

Program Committee Liaisons:

Domenic Di Loreto, Joëlle Drouin, Jahn Fawcett, Jolynn Sommervill

Strategic Planning Project Manager:

François Lachapelle

Note Taker:

Chantal Ducharme

Legend:

Community Consultative Group – CCG

Governance and Planning Committee – Governance Cmmt.

Communications, Audience Development and Corporate Partnerships Program Committee – Communications Cmmt.

Programming and Community Partnership Program Committee – Programming Cmmt.

Building and Asset Development Program Committee – Building Cmmt.

Volunteer Program Committee – Volunteer Cmmt.

1. Welcome

Caroline and Victoria welcomed members of the Community Consultative Group.

2. Official Opening of the Meeting

Caroline officially opened the 3rd meeting of the CCG.

a. Approval of Minutes

Notes from January 21, 2016, were approved as presented.

b. Approval of Agenda

Ottawa 2017 Celebrations was added as Item 4b. to the agenda.

Agenda of April 7, 2016, was approved, as amended.

c. Other Business

No items were added.

3. Words from the Co-Chairs

• Review of Program Committees 18-month workplans is deferred.

Victoria explained that the review of the Program Committees workplans is deferred to the June meeting to allow more time to develop them and ensure all plans can be reviewed together.

Jasmine brought forth a resource concern from the Communications Cmmt. She explained that their first priority was to gather analytics however they have identified a need for either a part-time resource or volunteer to coordinate the collection of data since that in itself is quite a task to undertake.

Joëlle further clarified that the Communications Cmmt. members expressed trepidation because the lack of compiled information, and support person, which means that the Program Committee 18-month workplan will only be about compiling data. Patrick mentioned that information exists and that we are starting from 60% not 0%.

4. Action Plan Presentation

- **Programming and Community Partnerships Program Committee**

Jolynn provided an overview of the 6 goals and objectives of the Programming Cmmt. Action Plan and she further explained some of their requirements including funding and research to know what gaps there are to fill.

She advised that funding was received and will allow the Programming Cmmt. to plan seniors' events in 2016. This will be done in collaboration with the arts partners.

Following the presentation, Caroline brought forward the following amendment:

Goal 2. Objective 2.2

*Undertake outreach activities to Francophone, Anglophone, ethno cultural, aboriginal communities, youth, **seniors**, and local artists in order to introduce and attract new clientele, partnership and programming.*

The Committee approved the amendment, as presented.

Mélanie was optimistic about the approach in taking a scan of what is happening and selecting priorities based on resources. Rosemary echoed these comments.

François reminded all the Program Committees to not be afraid to take action without the full breadth of research. These committees comprise diverse expertise and deep familiarity with the Centre and creative risk is encouraged.

The CCG received the Programming Cmmt. Action Plan as presented, with recommendations.

- **Ottawa 2017 Celebrations**

Jolynn advised that as part of Ottawa 2017, Fête Frissons, Shenkman Arts Centre's winter festival during Winterlude will be bigger including more partners such as the BIA and MIFO.

Jasmine advised that the Heart of Orléans BIA is organizing a community meeting for Ottawa 2017 events. The goal is to team up and plan a series of east end events.

Mélanie advised that the Ottawa School of Art is applying for funding to expand upon their programming during Fête Frissons.

Laura added that there are various sources of funding that might be available for this type of programming. Victoria also mentioned the Arts, Culture and Heritage Investment Program.

Ignite http://www.ottawa2017.ca/wp-content/uploads/2016/02/Ignite_150_GuidelinesApp_EN_2016.02.25.pdf

Civic Events <http://ottawa.ca/en/residents/parks-and-recreation/parks-and-recreation-funding/civic-events-funding-program>

Arts, Culture and Heritage Investment Program <http://www.ottawa2017.ca/get-involved/ottawa-2017-arts-culture-and-heritage-investment-program/>

5. Recommendations for Improved Communications

Victoria advised that the Governance and Planning Committee met to discuss how to improve communications within the CCG and related Program Committees.

She advised of the following recommendations:

- Each Program Committee to elect 1 representative to attend the CCG meetings.
- Each Program Committee to elect a liaison to each of the other committees to keep the lines of communication open.
- Each Program Committee to post meeting notes on Google Drive for all Committees to see.
- Program Committee Co-Chairs to meet twice a year to exchange information about workplans, challenges, lessons learned, etc. Victoria mentioned one will be scheduled in preparation of the June meeting.

The Committee agreed with the above-noted recommendations.

6. Process for reviewing 18-month workplans and CCG's role

Victoria advised that the Governance and Planning Committee met to discuss resourcing support to the Program Committees to achieve the Action Plans.

The June CCG meeting will be an important meeting. Until then, we are unable to provide resourcing support. We need to see what is required in the workplans.

CCG's role is to facilitate finding resources and advocacy.

The process in June is that all together we will review the four workplans in light of timing, human resource needs, budget requirements, determine what is realistic and what are quick wins, strategize where resources could be found, look for crossover synergies, duplications, and conflicts.

Potential resourcing options:

Human Resources:

- Volunteers should be tapped into
- City staff have some capacity
- Determine capacity of others to contribute and in what ways – leadership, meeting time, expertise, connections, research, advocacy, apply for funding, fundraising, etc.??

Financial Resources:

- City current Budget and Others current Budgets – pool resources
- Funding opportunities
- Fundraising ideas

Also when reviewing the workplans – need to map which projects require advocacy, who the key decision makers/influencers are, who is best to make the presentations, and timing.

Caroline added that the CCG needs to take a realistic look at what is achievable, what current resources we have around the table and where others could be found.

François reminded the Committee that the plan took 2 years to be developed and we have 5 years to try to achieve the plan. He encouraged members to look for quick wins.

Rosemary expressed her concerns that the GPS does not have the resources to commit to some of the objectives. Joëlle added she needs to be accountable to her job, and possibly cannot provide more time than she is already committing.

7. Reviewing “out of scope” items

Caroline advised that over the past several months ideas/opportunities have come along that could be considered ‘out of scope’ from the Strategic Plan. To address this, the Governance and Planning Committee propose they be brought forward to the CCG Co-Chairs on a case by case basis to determine how to proceed. These can include operational items that fall outside the timing of the Action Plans, i.e. 2017 programming. Consideration of how these new ideas/opportunities support the Strategic Plan will be essential.

8. Proposal for a Capital Renewal Fund

Caroline brought forward the following amendment:

Goal #1. Objective #3.

Generate new funds for investment in audience development programming, **facility improvements**, and services for residents.

The Committee approved the amendment as presented.

She then presented a proposal for a Capital Renewal Fund (CRF):

- The Shenkman Arts Centre will enter its 8th year of operation in 2017. Warranties have run out on the existing theatre equipment, and will no longer be supported by its manufacturers in the form of parts and service.
- Discussions have been ongoing for several years with the internal arts partners about needing a sustainable model to support the capital needs of the Theatres to ensure they remain state of the art.
- In light of our collective interest to keep Shenkman theatres professionally equipped and provide a quality experience for patrons, we are recommending introducing a Capital Renewal Fund.
- The application of a ticketing surcharge for raising additional revenues for capital requirements is an industry best practice across Canada.
- The fund would support the on-going needs for theatre equipment replacement, upgrades to front of house and backstage, and theatre system upgrades.
- It is proposed that a sub-committee of the Building Committee be consulted annually on spending plans.
- To be in place for any shows going on sale after January 1, 2017.

Discussion ensued and the following points were raised:

- Suggestion that school graduations not be exempt from the CRF charge. Caroline will research the possibility of this.
- Messaging needs to be clear as to why the CRF charge is being implemented, its benefits, thank the patron for supporting the Centre.
- Have the companies who have purchased naming rights been approached for additional funding? Victoria reminded everyone that the ARTicipate fund is for programming and at that the \$5M goal has not yet been achieved. Funds from private donors is very competitive.
- Have funds from Canadian Heritage been considered? Yes, might be possible to augment the fund, however it is competitive and not a guarantee.
- Why is the City not funding this? The City of Ottawa minor capital budget might be available to SAC, however these funds are very limited, and given reactively to priority items.

- What is the authority and accountability of the CCG in decision making? The Strategic Plan calls for an inclusive and collaborative governance model. The CCG is inclusive of both internal and external stakeholders making up the Centre's community. As per the Terms of Reference, the CCG's mission is to ensure the timely implementation of the plan and to act cautiously and honestly for the best interest of the Centre's community.

The CCG agreed to the implementation of the CRF as presented, but requested more information at the September CCG meeting on the administration of the fund and the communications plan.

9. Evaluation Framework

Victoria indicated that the CCG will be presenting its draft annual report at the next CCG meeting in June. She explained that it will be a 2-page brief outlining the achievements to date.

She also announced that it would be a nice time to bring everyone together for a celebratory luncheon and photos following the meeting. Invitation to be circulated to all Committee members.

Evaluation process will be deferred to the September CCG meeting.

- Evaluate to which point the Terms of Reference and Code of Conduct were respected
- Evaluate adjustments needed to its Strategic Plan, its membership, its Terms of Reference and Code of Conduct.

10. Confirm Future Meeting Dates

June 9, 2016 at 9:30 a.m. followed by a group photo and a celebratory lunch provided by the SAC Volunteer Creative Resources Team.

11. Next Steps

- **Signing Code of Conduct**
Victoria reminded CCG members to sign their copy of the Code of Conduct and leave it with Caroline.
- **Receiving completed Composition Chart**
Victoria reminded CCG members to add their profile to the Composition Chart and submit either by hard copy or by email to Caroline.

12. Adjournment

Meeting was adjourned at 11:28 a.m.