

**Shenkman Arts Centre**  
**Community Leadership Team (formerly Community Consultative Group)**  
**Meeting Notes 11**

Thursday, April 5, 2018 | 9:30 a.m.  
Ottawa Citizen Dance Studio, Shenkman Arts Centre

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**CLT Members Present:**

Caroline Obeid (Co-Chair), Victoria Steele (Co-Chair), Jasmine Brown, Kathi Langston, Mélanie Ouimet-Sarazin, Yasmina Proveyer, Pierrette Boisvert, Sylvie-Anne Groulx, Alexis Hebert, Julien Levesque, Caroline Matt, Natasha Mudrinic, Catherine Priestman, Rosemary Swan, Ravinder Tumber, and Robert Warren.

**Regrets:** Luc Ouelette

**Program Committee Liaisons:**

Connie Cole, Jahn Fawcett, Anne Gutknecht, Delores MacAdam, Jolynn Sommervill

**Note Taker:** Jayne Jonker

**Legend:**

Community Leadership Team – CLT (*formerly Community Consultative Group*)

Implementation Teams (*formerly Program Committees*):

- Governance Team – GT (*formerly Governance and Planning Committee*)
- Marketing and Development Team – MAD (*formerly Communications, Audience Development and Corporate Partnerships Program Committee*)
- Programming and Community Partnerships Team – PCPT (*formerly Programming and Community Partnership Program Committee*)
- Building and Asset Development Team – BAD (*formerly Building and Asset Development Program Committee*)
- Volunteer Engagement Team – VET (*formerly Volunteer Program Committee*)

**1. Welcome**

**2. Official Opening of the Meeting**

Caroline officially opened the 11th meeting of the CLT.

**a. Approval of Minutes**

Minutes 10 of Jan 25, 2018, was approved with amendments.

Dolores requested a change to the last minutes. Her staff are not yet working on weekends. She has hired staff and they are currently training. Weekend support will start in May.

Rosemary had a few questions but were clarified by members.

**b. Approval of Agenda**

Agenda 11 of April 5, 2018, was approved, as presented.

**c. Other Business**

Announcement for ARTicipate campaign

**3. Words from the Co-Chairs**

- Introduced Ravinder Tumber, owner Host of India, Board Member, Orléans Chamber of Commerce. Did round table introductions. Ravinder commented that he sees lots of potential in the Centre.
- Orléans Chamber of Commerce Economic Strategy
  - i. Undertaking an Economic Development Strategy, they have applied for funds. Focusing on some priority areas. One could be culture. Will keep you posted on how you can get involved. Jasmine is on this committee.

- Victoria introduced Margo Hébert who presented ARTicipate.
  - i. ARTicipate endowment fund is \$200 000 from the \$5 million goal set 10 years ago.
  - ii. A donor has said they will match dollar for dollar up to \$100 000.
  - iii. There is a potential donor for the naming rights of the OSA Gallery.
  - iv. Victoria reminded members there are other naming opportunities if people in the community are interested.
  - v. There is a special event on May 28<sup>th</sup> for donors and VIP's. There will be a reception and Windows Collective installation and film screening in the Upper Lobby before the Tropicana Night performance in the Harold Shenkman Hall. Invitations to the evening available to all CLT members.
- Culture Alliance Arms' Length Cultural Development Feasibility Study – Victoria is the chair of this group. The study is in a consultation phase so there are opportunities for all to participate.

#### 4. Progress Report from Implementations Teams

##### a) Programming

- Artist in Residence Program – Looking for funding in order to move the program forward.
- 10<sup>th</sup> Anniversary Programming – This will be next year's push.
- Summer Series – Series will continue this summer. There will be 8 shows. Thank you BIA for the sponsorship. Last year there was success in diverse programming such as the Japanese drummers and Bollywood dancers. Please send any ideas for family type programming to Jolynn.
- Older Adult Programming – Performances will start again in September to December. Residences from Orléans and east of Ottawa attend afternoon performances followed by a snack and tea or coffee.
- The mini library is installed and there have been positive comments. There is a need for new books to refresh the inventory. If we decide to do more mini libraries, we will need to identify funds.
- For the 10<sup>th</sup> Anniversary – we may decide to do more libraries or there might be other ideas to make the Centre more lively.
- Signage for the mini libraries will be completed through Ottawa School of Art marketing support.
- **Anne** reported that she did not meet with her subcommittee. They have done research and made recommendations around the rental process and rates and is waiting to action items. There will be a meeting with Jahn Fawcett, Jayne Jonker, Jolynn Sommervill and Anne to discuss.

##### b) Diversity

- Still looking for a Co-Chair and an Indigenous person to join the team. Jasmine and Catherine have suggestions of Indigenous people and will discuss further with Caroline. Anne to join the team. Alexis will connect with Caroline about a possible connection he has at the law firm he works at.
- Include diversity in recruitment of CLT and volunteers. Communicate specific voices missing when recruiting.
- Talking to CAWI to offer volunteers and stakeholders Equity and Inclusion Training. Fee is applicable. ½ day – up to 100 people. Need to decide amongst teams when is the best times and days to organize the training.
- CAWI also has an audit tool that can be shared to assess our position around Equity and Inclusion.
- Year One Priorities – Indigenous, LGBTQ+, Francophone, Immigrants. Choose one thing we can each do together.
- Want to conduct a survey to measure diversity of who is coming to the Centre and measure why diverse members are not coming.

##### c) Building

- Exterior Signage - Want to install exterior signage on the corner of Brisebois and Centrum Blvd. Signage company was on site this week and will prepare an estimate to share with the Governance Team shortly. Would like the Governance Team to reach out to the BIA, YMCA and Holiday Inn to share the costs of the sign.
- Interior Signage
  - i. Did a walk through. There are four (4) areas to concentrate on: blue directional signs, entrance directories and missing signs (partner doors, some galleries and studios).

- ii. Once the graphic design files are received from the signage company, they will be reviewed by partners, BGIS etc.
  - iii. The graphic design files for the floorplans and entrance directories will be sent to MIFO to update.
- Crosswalk – Traffic management has been urged to complete the work prior to the start of summer camps. They have currently scheduled the work for June. Follow up with the painted road project will start when the crosswalk is installed.
- Café
  - i. Caroline met Luc who manages east-end recreation centres. The east-end recreation centres are having a hard time maintaining food service vendors even in very busy recreation centres. These canteen areas are already fitted-up for food services and the City charges very little in annual rent. To fit-up either the upper lobby or lower lobby will cost tens of thousands of dollars that will not be recovered by the renter.
  - ii. Jasmine from the BIA came forward with some market research on a café along Centrum. There have been several businesses that have taken a close look at retail locations along Centrum for either a chain or a small business. In all cases, there was not a business case to move into this immediate area. Perhaps with the LRT we might have more foot traffic and will be able to provide a business case in the future.
  - iii. Suggested that installing different vending machines (eg. Salad jars)
  - iv. There are many ideas please forward them to Jahn.
- Rental Rate Review
  - i. Floor flattening is expensive. We will block October 2019 and mid-January to mid-February 2020 as 2 months in which the pit will be flattened. Rental staff will provide this info to regular users and encourage them to take advantage of the configuration.
  - ii. Suggestion of new rental rates is on hold because there is a departmental review of rental rates underway.
- Harold Shenkman Hall seating capacity
  - i. Will need to review the pricing structure for 250 seats.
  - ii. 750 seat capacity will require a needs assessment/feasibility study. This will require more support and advocacy from the community.
- Festivals
  - i. Noise bleeding into theatres from festivals is a concern. This is being addressed by renting specific sound equipment.
  - ii. Developing signage denoting activity inside Shenkman Arts Centre and outside to make people aware and welcome.
  - iii. Outdoor Sign – Josh will install the power supply when he returns to fix the sign. The dpi size makes it a challenge to see fine details. Need to define what the ideal dpi standards are so people can give graphics that are appropriate.

#### **d) Marketing**

- Environics
 

Karen will supply analytics segmenting the following by the fall of 2019:

  - i. Profiling young audience patrons (stages)
  - ii. Existing customers into segments (courses)
  - iii. High potential / target segments (courses)
  - iv. Low potential / target segments (courses)
  - v. Low potential segments within existing customer segments (courses)
  - vi. Profile existing donors
  - vii. Profile existing students
  - viii. Profile existing teachers
  - ix. Segment existing artists (exhibitors, students, vendors, participants (Fete Frissons, festivals, etc.))
  - x. Segment existing exhibitors
  - xi. Segment existing artistic communities East Ottawa and Eastern Ontario (against Ottawa as a whole)

- Partners contract – Delores will define better what services will be provided once her budget is finalized.
- Committee has not met due to the many changes City of Ottawa marketing is going through. Delores will set a meeting for this month.

**e) Volunteers**

- Recruitment for committee – Jackie Embleton is returning from China and will be asked to join the committee. Committee member Jennifer will not be returning.
- Kiosk – Possible locations are being researched. Looking into Craftbeer Festival, Navan Fair, Place d’Orleans, Canada Day at Petrie Island. Might partner with other City departments to share tables.
- Only 4 out of 19 people on Strategic Planning Team were interested in kiosks. Connie will provide more details and outreach to other volunteers.
- Catherine with CP Business Solutions can assist with the kiosk. Caroline and Connie to meet with Catherine. Meeting date to be confirmed.

**f) Governance**

- Exterior sign – waiting for quote. This will be shared with stakeholders.
- Summer series – thank you to the BIA for their contribution
- Mini Library – will wait to learn if there will be more libraries or other ideas.
- Artist in Residence – waiting on programming committee needs.
- Ambassador Program – waiting on volunteer team to provide their needs.

**5. Annual Report**

- Complete as before for June meeting. It will be the same format for Year 3.
- Connect back to the objectives more clearly instead of the goals.

**6. Final 2-year workplan**

- Where are we and where do we want to go?
- With 2 years left, let us reassess and refocus to decide what success looks like in 2020.
- There may be new teams and projects that come together due to the 10<sup>th</sup> anniversary of the Centre. The 10<sup>th</sup> anniversary can be used as a tool to achieve team objectives.
- Catherine noted that by establishing key indicators in the workplans it would assist the team in evaluating success and reporting it in the Annual Report. This could be done by June and then we could measure going forward. Victoria mentioned there are already some in the plans.

**7. Next Steps**

- Implementation Teams please meet with your teams to refocus the workplans. Define what is achievable in 2 years. Items not completed by 2020 can be carried over into the next plan. If possible, use broad projects to fit various items on the list. You may have new ideas.
- New actions will be presented at the June 7<sup>th</sup> meeting.

**8. Next Meetings:**

Thursdays at 9:30 a.m.

- June 7, 2018

New:

- October 4, 2018 (Lunch and Team Photo)
- Jan 24, 2019
- April 4, 2019
- June 6, 2019
- SAC 10<sup>th</sup> Anniversary – June 15, 2019

**9. Adjournment**

The meeting was adjourned at 11:30 a.m.