

# Arts Leaders' Breakfast

## Testing the Prototype

### June 5, 2024

Artist: Melanie Yugo



OTTAWA ARTS  
COUNCIL | CONSEIL DES  
ARTS D'OTTAWA

+

ARTS RÉSEAU  
NETWORK DES ARTS  
OTTAWA D'OTTAWA

 EVOKE



# Welcome

**Alexandra Badzak**

**CEO of Ottawa Art Gallery**

# *Nurture Future* by **Melanie Yugo**

"What resonated with me during the Community Conversations in particular is the need to build bridges across regions, disciplines and backgrounds. There is also a desire to take a holistic approach to the arts, recognizing our role as actors in society and in the environment. As artists, each of us are planting seeds with the hopes of creating a sustainable, vibrant, diverse arts sector in Ottawa-Gatineau, one that is grounded in care, community and creativity."



# Agenda

Introduction & Purpose

Group Norms

The Road So Far

Introducing the New Prototype Model

Reflecting on the Prototype using Mentimeter

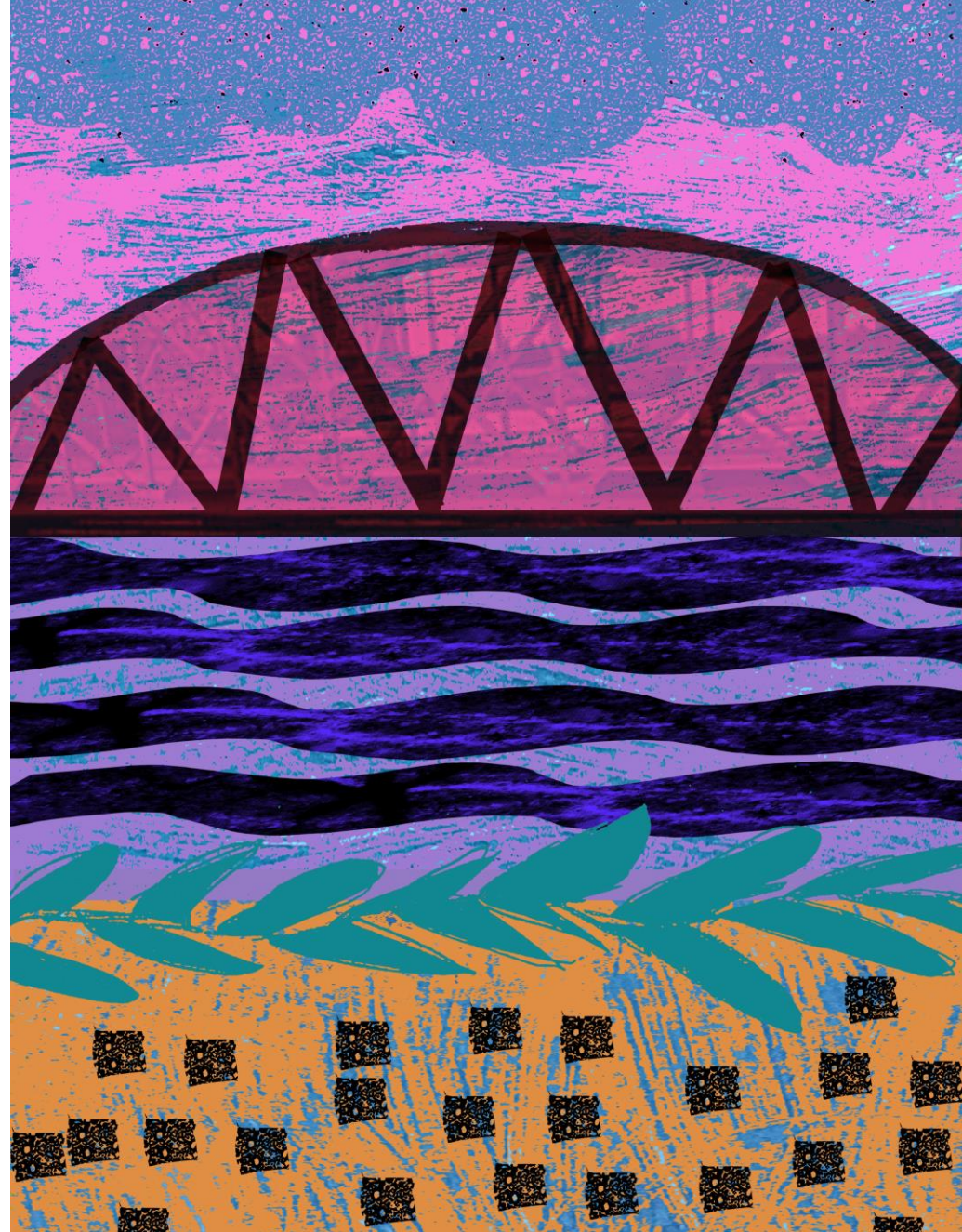
Discussing Together & Collective Insights

Next Steps

# Purpose

**This event is designed to be interactive and participant-focused, ensuring that everyone has the opportunity to contribute to the discussion about the prototype for the merged organization. Our activity will particularly help in exploring various facets of the proposed changes and stimulate a comprehensive evaluation. We aim to have a positive and collaborative mindset to maximize our productivity and creativity.**

# Group Norms



# Instructions

Go to

[www.menti.com](https://www.menti.com)

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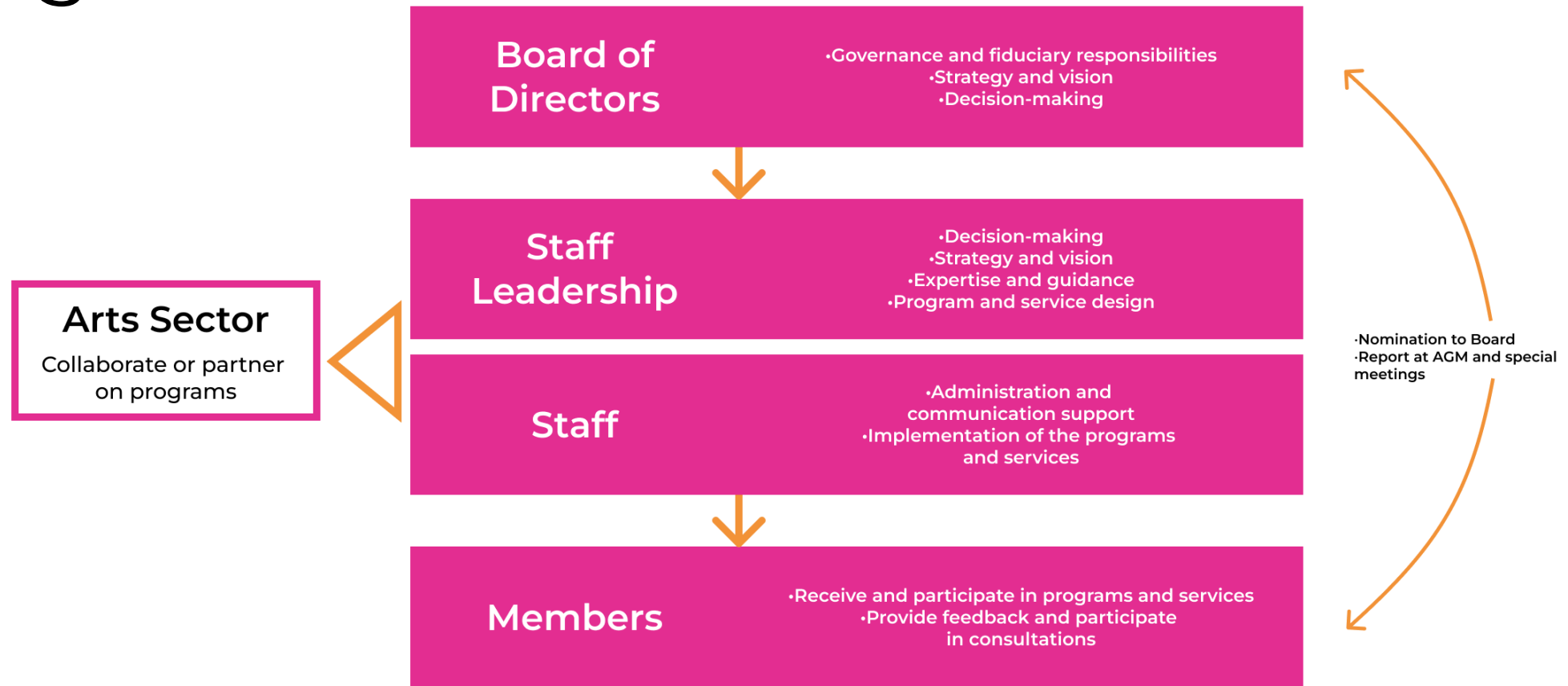
# The Road So Far



# Roadmap



# OAC/ANO Current Governance and Organizational Model








# What did we learn from the pandemic and how can this help us build a healthier arts community now?

- Understand the nature of the challenge now
- Recreate shared purpose
- Work with community strengths
- Collaborate to achieve shared purpose
- Create collaborative governance

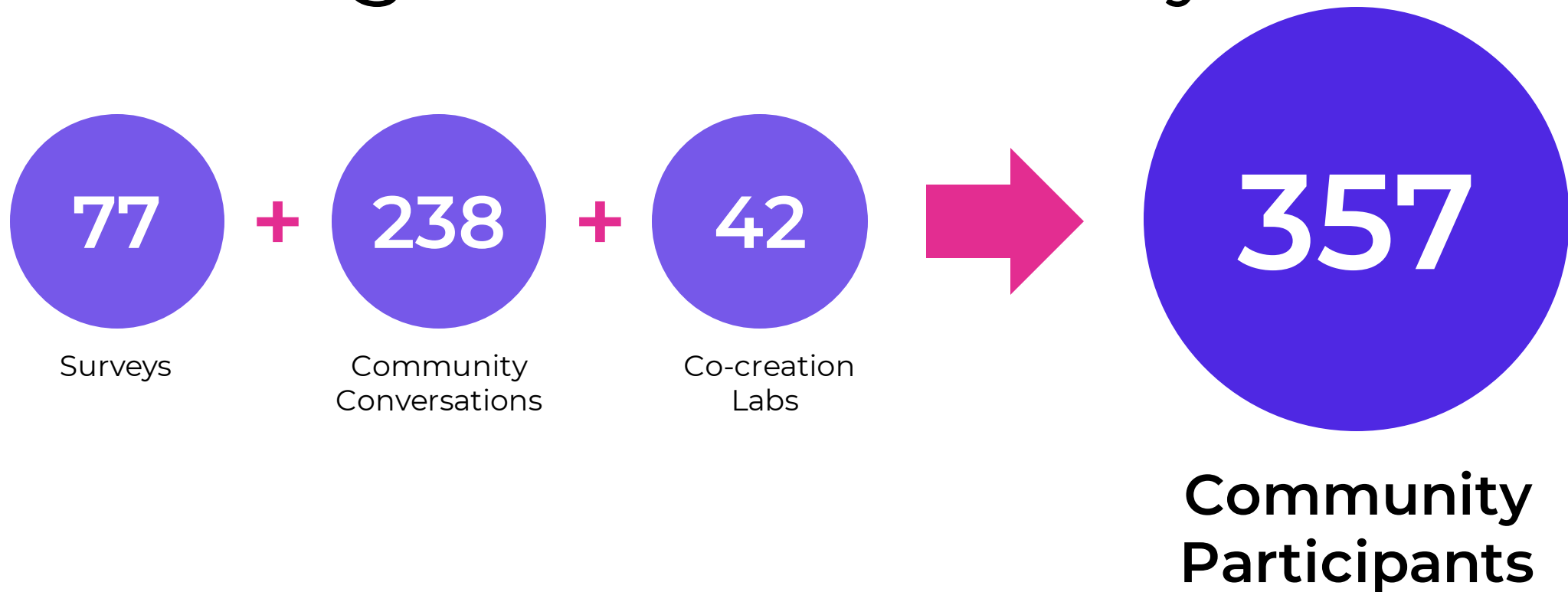
This required a fundamental change in the way we think and feel about our work and our own role in it.

# The Merger Design

# OAC-ANO Merger Design Process

	UNDERSTAND	DEFINE	IDEATE	PROTOTYPE	MODEL
					
<b>OAC-ANO</b>	<p>Project Charter</p> <p>Board and Staff Change Readiness, Workshops and Assessment</p> <p>Financial and Legal Review</p>	<p>Staff Theory of Change Workshop</p>	<p>Staff and Board Co-Creation Lab 1</p> <p>Merger Design Canvas</p>	<p>Staff and Board Co-Creation Lab 2</p> <p>Financial, Governance HR Model</p>	<p><b>MERGER MODEL</b></p> <ul style="list-style-type: none"> <li>• Financial</li> <li>• Legal</li> <li>• Governance</li> <li>• HR</li> <li>• IDEA Protocols</li> </ul>
<b>COMMUNITY</b>	<p>Community Survey</p> <p>Community Conversation Series</p> <p>Funder Interviews</p>	<p>Community Survey and Conversations Analysis Report</p>	<p>Community Co-Creation Lab 1</p>	<p>Community Co-Creation Lab 2</p> <p>Program and Service Priorities</p>	

# Understanding: Listening and Learning from Community



# Community Conversations



# Co-Creation Labs





# Co-Creation Labs



# Purpose

**To drive collective action  
in responding to  
community needs and  
priorities, fostering a  
thriving arts sector.**



# The Prototype

# A Shift in How We Work

## FROM

Organizations

Management

Me

Expert

Delivery

Expectations

Head

## TO

Outcomes

Mobilization

We

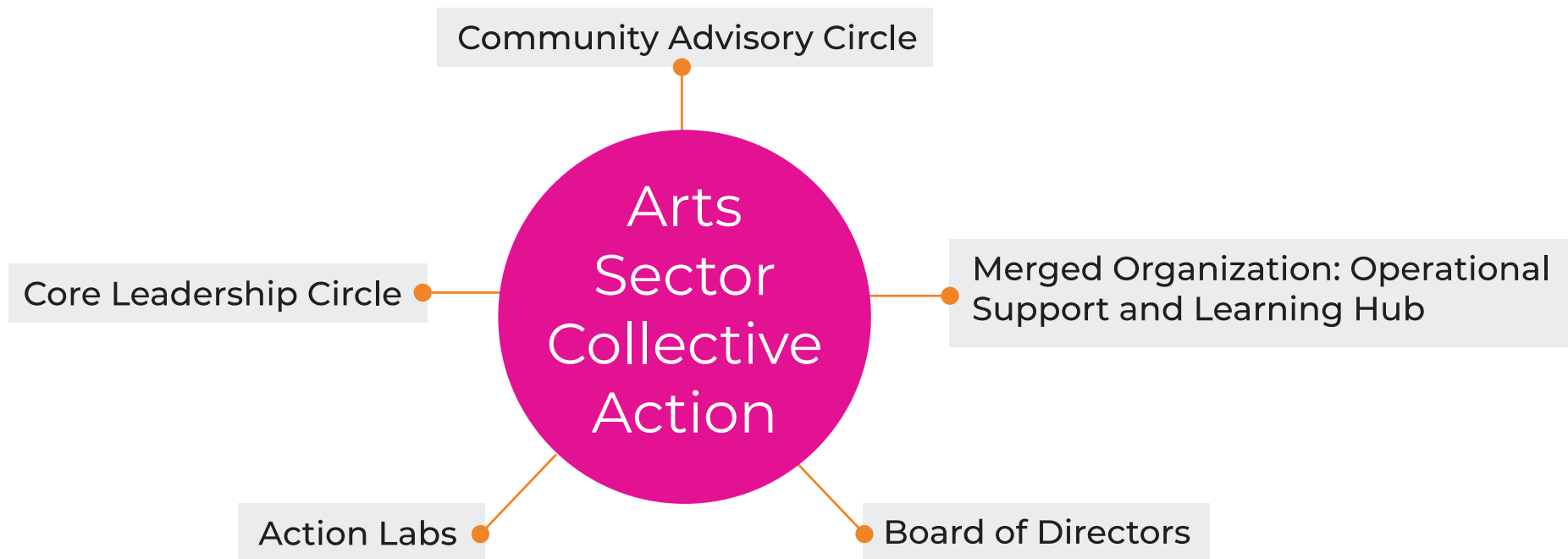
Explorer

Co-creation

Agency

Heart

# Prototype: A New Organizational Framework



# Moving from...to...

## FROM

- Centralized decision-making
- Silos and limited collaboration
- Inconsistent and lacking diverse engagement with the community
- Fragmented approach to sector support and learning

## TO

- Integrated governance structure
- Collective Action
- Inclusive and participatory decision-making processes
- Centralized hub for organizational support and learning

# Core Elements

Structured to promote collective leadership, and shared decision-making.

Operates based on equity, collaboration, and co-created values.

Designed to collaborate beyond our own boundaries to achieve sector outcomes, generate collective action and distribute power.

Requires shared knowledge and research, well-defined processes, and effective communication methods.

# Benefits

Increased  
collaboration  
and synergy

Enhanced  
responsiveness  
to community  
needs

Greater diversity  
and inclusivity in  
decision-  
making

Opportunities  
for innovation  
and continuous  
improvement

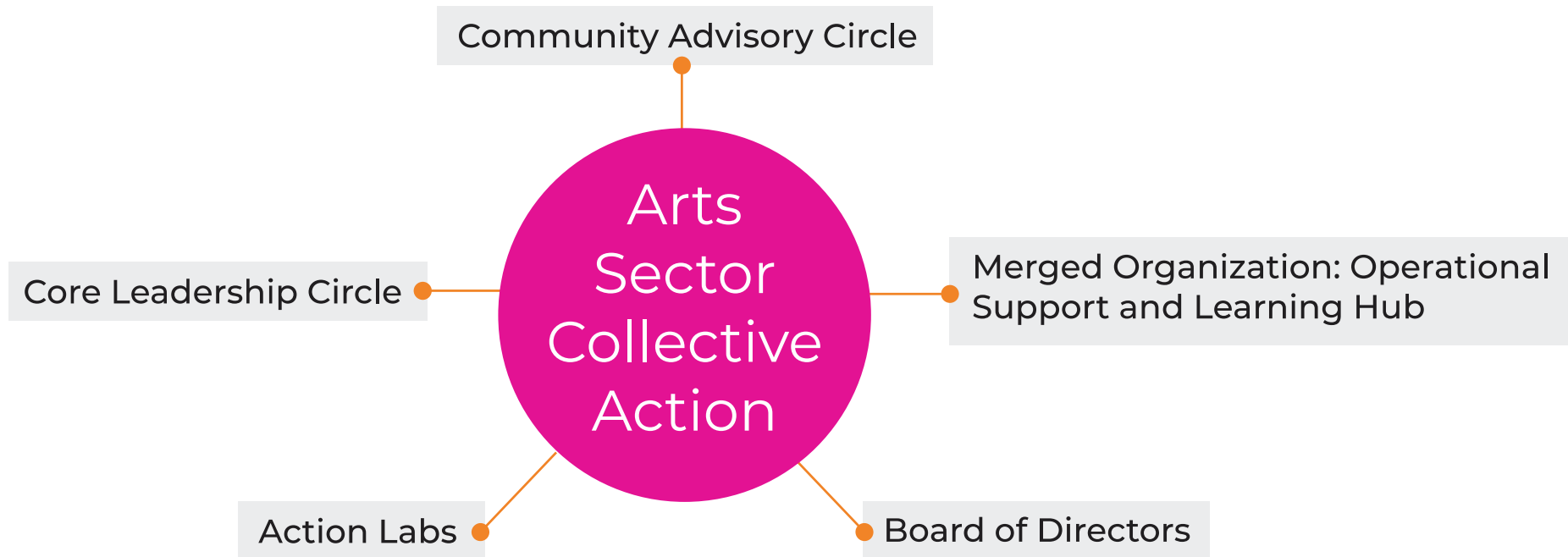
Strengthened  
organizational  
capacity and  
resilience





# Roles and Responsibilities

# Prototype: A New Governance and Organizational Framework



# Core Leadership Circle

- Sets the strategic direction, priorities, and guiding initiatives for the organization.
  - Focus on high-level planning and ensuring that the organization's activities align with community needs and sector goals.
  - Facilitates collaboration and coordination across model.
- Representatives from :
    - Action Labs
    - Community Advisory Circle
    - Board Members
    - Staff
  - External Advisors/Champions

# Board of Directors

- Provides oversight and accountability.
- Sets policies, approves budgets, and monitors organizational performance to ensure alignment with the mission and values.

# Community Advisory Circle

Serves in an advisory capacity, making recommendations on matters that impact the experiences of artists, arts organization and the arts sector and community in general.

- Arts Practitioners
- Arts Organizations
- Community Leaders and Advocates
- Business and Philanthropic Leaders

# Action Labs

Action Labs are created around “magnetic attractor” issues —those that are of significant, urgent interest to the community and require focused effort.

Membership is fluid and defined by the action lab focus

**Q:** “What is the real threat or opportunity that makes this Action Lab absolutely necessary?”

# The New Organization Operational Support and Learning & Development Hub

A central coordinating role in overseeing and facilitating the implementation of the priorities identified by the Core Leadership Circle and the Action Labs.

# Operational Support & Learning and Development Hub

- Provides operational and strategic support to the Core Leadership Circle and Action Labs
- Offers administrative assistance and resource coordination
- Develops and manages learning programs and projects
- Ensures smooth implementation of initiatives
- Facilitates shared decision-making implementation
- Drives the collective action in response to community needs and priorities



# Prototype



# Feedback and Reflection

# Participatory Feedback on the Prototype

Join at [menti.com](https://www.menti.com) | use code 2237 3684

Mentimeter

## Instructions

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# Next Steps

**PROJECT FUNDERS:**



**COMMUNITY  
FOUNDATIONS  
OF CANADA**



**OTTAWA  
COMMUNITY  
FOUNDATION**



CANADIAN ARTS PRESENTING ASSOCIATION  
ASSOCIATION CANADIENNE DES ORGANISMES ARTISTIQUES

Funded by the  
Government of Canada's  
Community Services Recovery Fund



**Canada Council  
for the Arts**

**Conseil des arts  
du Canada**

# Thank you!



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