

I do not apologize for this at all. We are not professionals; we are volunteers who give our time and our money and our energy to support the orchestra the best way we can. If we were able to have the full cooperation of the NAC management on this, with full help, perhaps we could work something much bigger than we do right now.⁽¹⁷⁾

Support for the work of volunteers should include the generous provision of a room for their meetings. We were told that the NACOA had used the boardroom for this purpose for the past 20 years but could not use it anymore. The Association also testified that it was told to stop holding post-concert receptions for musicians and guest artists and conductors because “it was a little awkward for some of the people in the administration to have to drive the visiting artists to the homes we had found that would give these receptions.”⁽¹⁸⁾ These are unacceptable attitudes and practices on the part of any management of any artistic organization and they reveal a lack of sensitivity, understanding and compassion. The message being sent to the arts supporters of this community is one of indifference towards volunteers and the community they serve.

Establishing an excellent rapport with the community would, we fervently hope, eliminate forever the need for anyone to repeat the harsh statement made by the distinguished Celia Franca during her testimony:

I do not want to go in the foyer; I do not want to go backstage. It is so offputting. It is not a people's place any more. It is a frigid prison, that is what it is.⁽¹⁹⁾

Recommendation 15

- a) **That the Board of Trustees of the National Arts Centre include its policy on volunteers in the Board of Trustees Information Manual;**
- b) **that the Board of Trustees include volunteer affairs in the terms of reference of the appropriate Committee of the Board;**
- c) **that the Board of Trustees assign the responsibility for volunteer affairs to a senior manager;**
- d) **that this manager be responsible for the development of an extensive volunteer program; and**
- e) **that this manager provide regular reports to the Board of Trustees.**

Unrelated to the subject of volunteers but in keeping with the spirit of the above quote from Celia Franca, the Hendry Task Force recommended that, to dramatize a new accent on access, the “Centre should improve the somewhat forbidding physical aspect it currently presents”.⁽²⁰⁾ To do so, the Task Force suggested building an outdoor electronic kiosk (this