

The creation of committees of the Board is an important milestone in getting Board members informed and more involved in the affairs of the Centre. To improve the functioning of these committees and to allow for the creation of other committees in the future, the Hendry Task Force found that a board of 11 members (excluding the 5 ex-officio members) is unusually small by comparison with boards of most medium to large Canadian performing arts organizations and recommended that the board should have 21 members (excluding ex-officio members). The Committee may consider such a recommendation at a later time.

The Committee, however, believes that the functioning of the Board and its committees could be improved by requiring ex-officio members of the Board to send a replacement when they cannot attend Board and Board committees meetings. This measure would greatly alleviate the high level of absenteeism of some of these members and improve their knowledge of issues. As the *National Arts Centre Act* specifies that it is "the persons from time to time holding office" as Mayors of Ottawa and Hull, as Director of the Canada Council, President of the CBC and Government Film Commissioner who are members of the Board of Trustees, the Act would require an amendment to allow their "designates" to perform the duties usually associated with board membership, such as casting a vote. Until the legislation is amended, the Centre should explore whether a change in its by-laws or a decision of the Board could allow ex-officio designates to start attending board meetings immediately, even if the designates cannot be given the power to vote.

Recommendation 8

That the Minister of Communications propose an amendment to the *National Arts Centre Act* which would allow ex-officio members of the Board of Trustees, or their designates, to perform the duties of Trustees.

Recommendation 9

Until the *National Arts Centre Act* is amended, that the Board of Trustees of the National Arts Centre adopt interim measures which would require ex-officio members to send designates to attend Board and Board committees meetings.

One useful way for the Board and management of the Centre to improve its communication with the local community, arts supporters and the media in the National Capital region would be to hold at least one public meeting each year advertised well in advance during which members of the Board and management would welcome questions from the audience. The Canada Council does this regularly in cities across the country.