

- c) that it be the responsibility of the Secretary to establish and maintain effective communication between the Trustees and the Centre's management; and
- d) that the Secretary provide orientation sessions for new Board Members.

The decision to allow the performance of the Phantom of the Opera at the Centre is indicative of a breakdown in the responsibilities of the Board and senior management. Testimony before the Sub-Committee revealed that the Board refused the proposal put to it in February 1990 because the dates proposed would displace too many of the Orchestra's main series concerts and of the consequent harm to the Orchestra and its subscribers. Another arrangement was then worked out between the Chairman, the Director General and the promoters of the show. This arrangement was not sent back to the Board for approval, thereby denying the Board any role over a major programming decision it had earlier refused to endorse. The Board does not normally become involved in programming decisions. The Phantom of the Opera proposal was put to the Board, however, because it involves a major departure from the Centre's programming principles and guidelines and also because it has long-term implications for the well-being of the Orchestra, its subscribers and the Centre's corporate image.

The programming principles and guidelines state that in its programming decisions, management would plan performances by the Centre's resident companies before those by visiting companies and would give preference to its productions over rentals. The decision to showcase the Phantom of the Opera for 10 weeks in 1992 during the main Orchestra series is contrary to these principles and guidelines. In his testimony before the Sub-Committee, Mr. John Shaw, President of the Board of Directors of the Association of Canadian Orchestras, felt that this arrangement would create problems for the Orchestra: "I think it is a question of whether or not the National Arts Centre Orchestra, in that particular case, is being displaced, and whether or not that is appropriate for this period of time within their season, and how you deal with the problems that arise from this."<sup>(11)</sup>

Reading from the minutes of the Board meeting of 13 and 14 February 1990, Mr. Landry gave an account of the discussion between Board members on the Phantom of the Opera. Some members were concerned about the problems that this arrangement would create for the Orchestra and for the corporate image of the Centre. The Board was sensitive to the needs of the Orchestra, the subscribers and the Centre's corporate image and to the problems that the rescheduling of main Orchestra series concerts for about seven weeks could create. Mr. Landry concluded his reading of the Board minutes by saying: "Considering the points of view of the Board members...a general view would be not to have the Phantom as in the actual proposal. It was agreed that other options be worked out for bringing the Phantom to the Centre."<sup>(12)</sup>