

## FUNDING

For performing arts companies across the country, private sector fundraising is a normal business practice. On average, 15 per cent of a Canadian performing arts company's revenue comes from private sources, 35 per cent from public funds and 50 per cent from earned income. This is not to suggest that the Centre should aim for this level of private sector funding given that it has a mandate which far exceeds that of any other Canadian performing arts organization and involves programming offered in both official languages and which is of a kind sometimes requiring a large public subsidy.

The Centre has developed a program for private sector fundraising and implemented it in January 1990. It will seek funds from corporate sponsors and individuals. A National Advisory Committee will be established to provide advice and overall direction on the corporate sponsorship component and to assist in the solicitation of corporate sponsors. However, the Committee is concerned that the Centre may be too rigid in the conditions it wants attached to sponsorships. Ms. Liz Waddell, testifying before the Committee, referred to one instance where a potential sponsor was "turned off because the Chairman of the Board suggested the monies offered should not go to the Orchestra but should go to HDTV"<sup>(23)</sup> and another instance where Ms. Belle Shenkman's offer to help find sponsors for the Orchestra's tour in England was turned down by the Director General. In his testimony, the Director General replied that he did not want to break up the ongoing negotiations of his Director of Marketing for a major sponsor for the whole tour by accepting Ms. Shenkman's offer of a sponsor for the three dates at the end of the tour.

The Centre states in *The Third Decade and Beyond* that "It is most certainly not the role, mandate or intention of the NAC to compete with other cultural institutions in this manner" in reference to the possibility that its efforts to attract sponsors could "dilute the overall levels of sponsorship funding available to the performing arts across Canada."<sup>(24)</sup> Consequently, the Centre has set "entry level for corporate sponsors...at an amount higher than other performing arts companies in the region and equal to or higher than companies in other major cities."<sup>(25)</sup> The Committee is in full agreement with this approach to private sector fundraising.

The Committee notes that the Centre's policy on private sector fundraising is not included in the Board of Trustees Information Manual, nor is there a mention of private sector fundraising made in the terms of reference of the Board's Artistic Programming and Marketing Committee. The Committee urges the Centre to do so. As well, in an organization as large as the Centre, private sector fundraising should be part of the responsibilities of a Corporate Affairs Officer, as recommended by the Hendry Task Force.