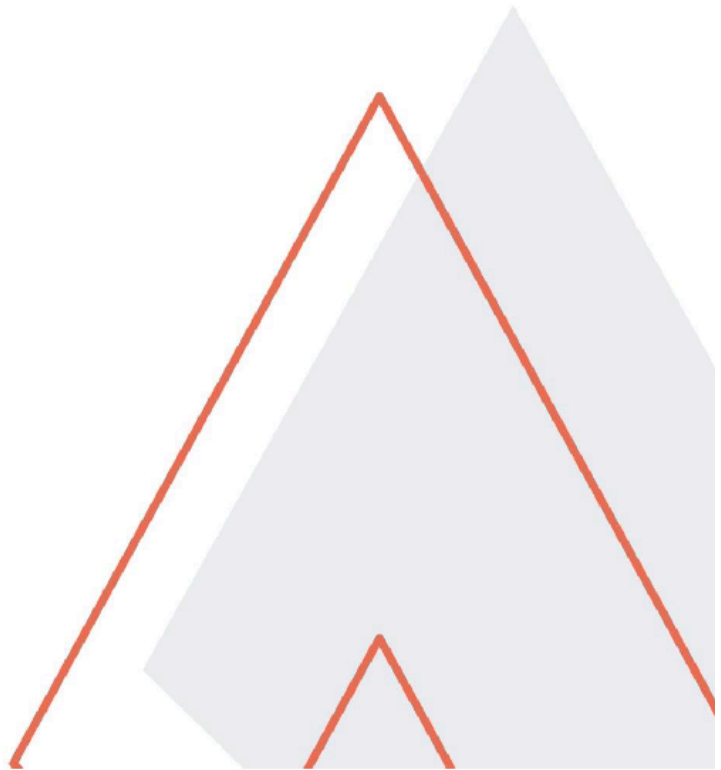


ANO/OAC MERGER PROJECT

ARTS NETWORK OTTAWA/OTTAWA ARTS  
COUNCIL  
**CO-CREATION LAB REPORT**  
APRIL 2, 2024

 EVOKE



## Table of Contents

<b>Overview.....</b>	<b>2</b>
Participants.....	2
<b>Process.....</b>	<b>2</b>
<b>Key Considerations: Analysis of Results.....</b>	<b>4</b>
Heart of the Organization.....	4
Decision-Making and Governance.....	5
Programs and Services.....	6
<b>Prototypes.....</b>	<b>7</b>
Saturday, March 16.....	7
Sunday, March 17.....	12
<b>Next Steps.....</b>	<b>18</b>
<b>Appendix 1: Group Norms.....</b>	<b>19</b>
<b>Appendix 2: Mapping Activity Results.....</b>	<b>21</b>

## Overview

On March 16 and March 17, Evoke 2.0 led two Community Co-Creation Labs to co-create a new organization from the merger of the Ottawa Arts Council & Arts Network Ottawa. Participants from the community were invited to join one of the two days to contribute their expertise and insights, and to co-create a professional and sustainable framework that will serve the arts community for years to come.

The goals of the Community Co-Creation Lab were to:

1. **Harness Collective Insights:** Participate in a collaborative effort to co-create the foundational elements of the newly merged organization. Your valuable insights will contribute to shaping a comprehensive and inclusive vision for our collective future.
2. **Build on Survey Results and Conversations:** We have analyzed the results of the Community Survey and distilled key takeaways from Community Conversations. This session is an opportunity to build upon these findings, ensuring they serve as the cornerstone for the merger.
3. **Map Priorities on the Merger Design Canvas:** Utilize the Merger Design Canvas to map priorities across essential categories such as Purpose, Values, Guiding Principles, Rules and Norms (Protocols), Decision-Making, Governance, and Community Priorities. This structured approach will help us articulate a well-defined framework for the merged entity.
4. **Focus on Key Categories:** Delve into critical aspects such as purpose, values, guiding principles, rules, and norms. Together, we aim to design a robust decision-making and governance structure that aligns with community priorities.

This report will summarize our process, and participants' insights and ideas to consider for the new organization.

## Participants

There were 19 participants on March 16, and 23 participants on March 17. Most participants were artists, and those working in the arts sector in Ottawa. Some participants were new to Ottawa, while others had deep roots in the community. There were approximately 5-6 Francophone participants over the two days.

## Process

## Creating a Safe Space

To create a safe space and build community, we kicked off the day spending time getting to know each other, and better understanding what brought participants to the Co-Creation Lab. We also spent time generating and agreeing upon Group Norms to set the tone for the day.

## Overview of Results

Evoke provided an overview of the process to date, and shared a summary of the results of the Community Survey and the Community Conversations.

## Mapping Activity

Participants were then separated into three groups to represent the following categories:

1. Heart of the Organization
2. Decision-making/Governance
3. Programs and Services

They were instructed to review the results and key takeaways of the Community Survey Report and the Community Conversations Report, and record which elements pertained to their category on orange stickies, then record their insights on what was missing onto pink stickies. Each group then had an opportunity to review and add to each category.

## Prototyping Activity

Participants were then separated into 3-4 groups for a prototyping activity. Each group was given a prototyping kit that included presentation boards, construction paper, markers, and other creative tools. The instruction was to create a prototype of a new organizational model, considering everything they had reviewed and added to in the previous activity.

The Problem Statement

*How might we...effectively merge two organizations into an equitable, innovative, organization that addresses the evolving needs of Ottawa's art sector, particularly in the context of pandemic recovery, while ensuring sustainable support?*

Each group then presented their prototype to the larger group, and gathered feedback using a Feedback Grid, asking the following questions:

1. What did you **like**?
2. What would you **improve**?
3. What **questions** do you have?
4. What **new ideas** do you have?

If time allowed, groups iterated their prototypes to address the feedback from the group.

## Key Considerations: Analysis of Results

The following analysis captures participants' responses over the two days.

### Heart of the Organization

The findings underscore a multifaceted approach to advancing the arts sector in Ottawa, emphasizing inclusivity, adaptability, advocacy, and community engagement. Key themes emerge from these findings, highlighting the need for breaking down barriers, fostering collaboration, re-evaluating practices, and ensuring broad representation and impacts.

### **Inclusivity and Accessibility**

- Emphasizing diverse representation and inclusion of underrepresented groups.
- Advocating for advanced accessibility support and resources for neurodiverse individuals.
- Creating inclusive spaces and opportunities for disabled artists and lower-income groups.

### **Adaptability and Innovation**

- Encouraging adaptability and future-proof practices in response to uncertainty and change.
- Promoting flexible structures, holistic approaches, and sustainable systems.
- Fostering intergenerational collaboration, mentorship, and ongoing strategic planning.

### **Community Engagement and Advocacy**

- Advocating for arts funding, partnerships, and support for artists' livelihoods.
- Building trust, fostering reciprocal relations, and prioritizing belonging and inclusivity.
- Engaging in political advocacy, lobbying for housing, funding, and cultural autonomy.

### **Transparency, Accountability, and Collaboration**

- Promoting transparency through EDI policies, protocols, and norms.
- Emphasizing accountability, responsiveness, and a culture of care within the arts sector.
- Encouraging collaboration, networking, and unified voices to drive systemic change.

These themes collectively aim to create a thriving and inclusive arts ecosystem in Ottawa, characterized by innovation, advocacy, community engagement, and a strong commitment to diversity, equity, and accessibility.

## **Decision-Making and Governance**

The data emphasizes a comprehensive approach to diversity, equity, and inclusion (DEI) in high-level management positions, board/staff recruitment, organizational structure, and decision-making processes within arts organizations in Ottawa. Key themes emerge, highlighting the need for transparency, accessibility, community engagement, and redefining power dynamics.

### Diversity, Equity, and Inclusion (DEI) in Leadership

- Prioritizing DEI in high-level management positions and board/staff recruitment.
- Aligning, complementing, and reinforcing DEI strategies throughout the organization.
- Addressing power dynamics and promoting representation at decision-making tables.

### Transparency, Accountability, and Community Engagement

- Implementing transparent and accountable decision-making structures and communication processes.
- Actively listening to and incorporating feedback from diverse communities and stakeholders.
- Fostering deep relationships, trust-building, and ongoing community engagement.

### Innovative Organizational Practices

- Adopting a holistic and sustainable approach to governance, finance, and operations.
- Exploring alternative non-hierarchical models of governance and decision-making.
- Encouraging experimentation, adaptability, and continual reflection and evaluation.

### Empowerment and Collaboration

- Empowering communities and artists to determine their own paths and priorities.
- Promoting intergenerational and organizational collaboration, mentorship, and learning.
- Redefining roles, responsibilities, and power structures to ensure inclusivity and equity.

These themes collectively aim to create a more inclusive, equitable, and resilient arts ecosystem in Ottawa, characterized by transparent governance, meaningful community engagement, innovative practices, and a strong commitment to DEI principles.

## Programs and Services

The data emphasizes the need for adaptability and innovation in the arts sector in response to the uncertainties of the COVID era, focusing on inclusivity, transparency, mental health considerations, and collaboration. Key themes emerge, highlighting the importance of accessible resources, mentorship opportunities, funding diversity, and holistic support for artists and organizations in Ottawa.

### Adaptability and Innovation in Response to COVID Uncertainties

- Breaking the COVID-era uncertainty by embracing adaptability and future-proof practices.
- Creating welcoming spaces and fostering openness to new concepts and technologies.
- Prioritizing mental health considerations and providing support for artists and administrators.

### Inclusivity, Transparency, and Collaboration

- Ensuring transparency and inclusiveness in how services are delivered, with a focus on DEI principles.
- Addressing post-COVID financial constraints and advocating for more efficient use of resources.
- Building collaborative networks, partnerships, and mentorship opportunities across disciplines.

### Accessible Resources and Support

- Offering micro-grants, mentorship programs, and spaces for artists to create and showcase their work.
- Providing accessible infrastructure, ASL support, and mental health resources.
- Establishing one-stop-shop platforms for funding, resources, and employment opportunities.

### Empowerment and Holistic Development

- Empowering communities, especially marginalized groups, through education, workshops, and peer support.
- Prioritizing diversity in decision-making and funding allocation.
- Advocating for arts-centered approaches, safe spaces, and a sense of belonging for all artists and participants.

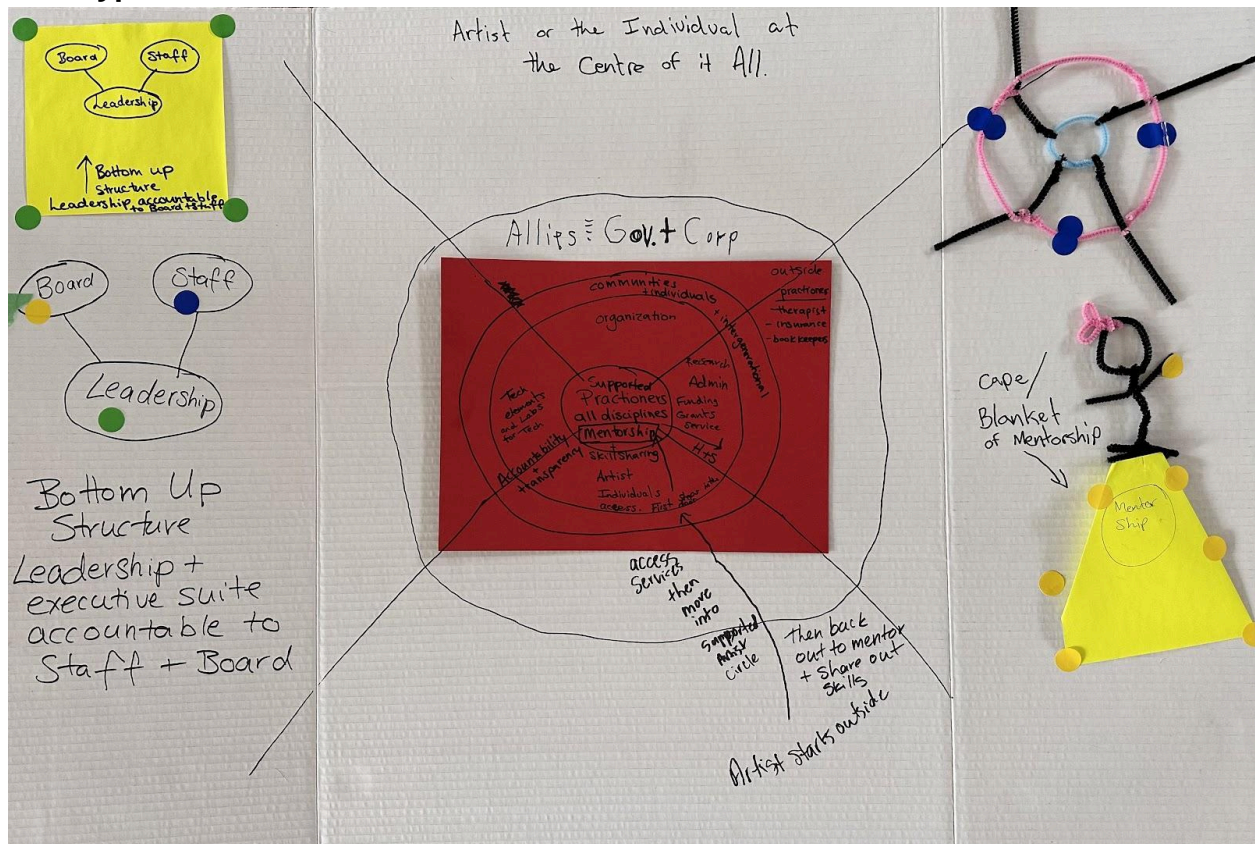
These themes collectively aim to foster a vibrant and resilient arts ecosystem in Ottawa, characterized by inclusivity, collaboration, adaptability, and a strong commitment to supporting artists and communities through challenging times.

## Prototypes

In the second half of the Co-Creation Labs, participants were asked to create a prototype of a new organizational model, taking into account the key takeaways from the Community Survey Report, the Community Conversations Report, and the group's added insights from the morning activity. Below you will find photos and key features of the 8 prototypes developed over the course of the two days.

**Saturday, March 16**

### Prototype 1



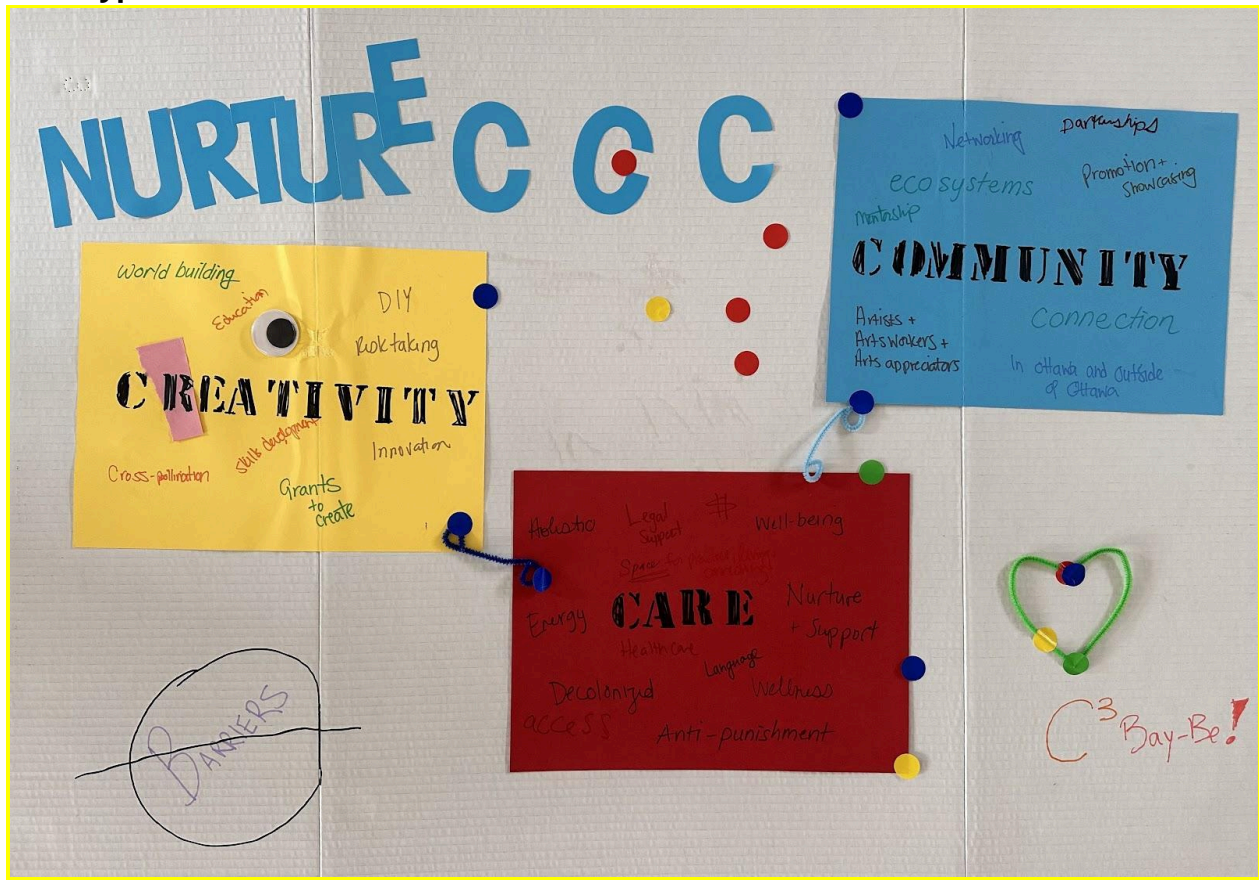
### Key Features

- Artists/individuals at the centre
- Bottom up structure
- Spider web layout
- Reduced hierarchy
- Mentorship cycle
- Transparent structure
- Circular organizational structure



Like	Improve
Cape of mentorship	Consider needs of artists of all ages
Artists coming in	
Similar to Bayview Yard	
No hierarchy	
Strength in spider web	
Directory to point people in the right direction	
Services such as legal, financial, etc.	
Questions	New Ideas
Supporting artists as well as art workers including volunteers - Can we find a way to mesh artists and art workers?	N/A
Is the organization artist-centric	

## Prototype 2



### Key Features

- Care as central theme/purpose
- Nurture creativity, care and community
- Dissolve barriers
- Cross pollination
- Innovation and risk taking
- Mentorship

Like	Improve
Care - include space for practice and for living long-term	N/A
Questions	New Ideas
	Accessibility
	Partnerships with entrepreneurs and corporations

## Prototype 3



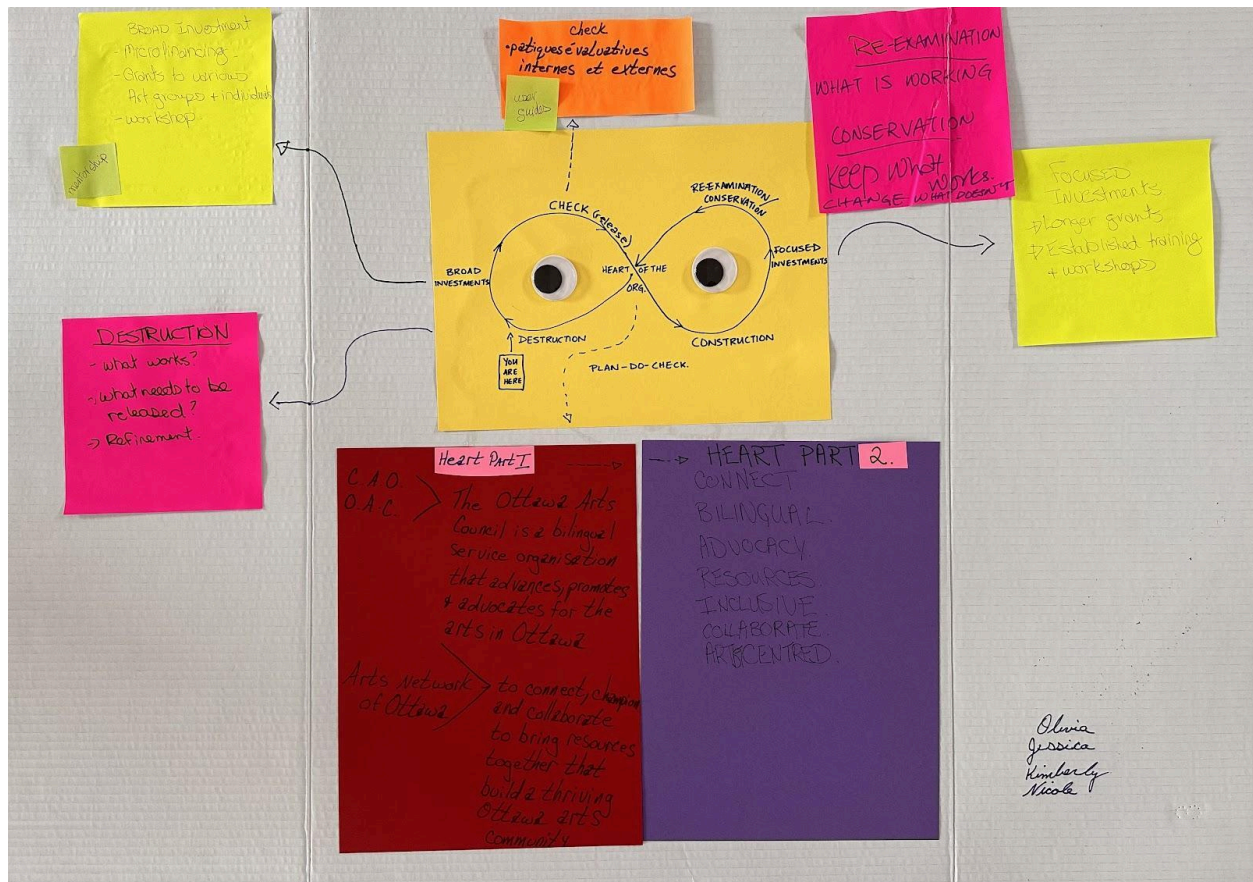
### Key Features

- Delineation of boundaries between Ottawa and Gatineau
- Nongeographic provision of services
- Indigenous perspective on territory
- Multiple spaces: physical and virtual spaces
- Semi-traditional organizational structure

Like	Improve
Area of representation (Ottawa)	N/A
Multi-year planning	
Testing	
Questions	New Ideas

Personas?	Transparency
Residential restrictions (funding)?	
Testing, what methods?	

### Prototype 4



### Key Features

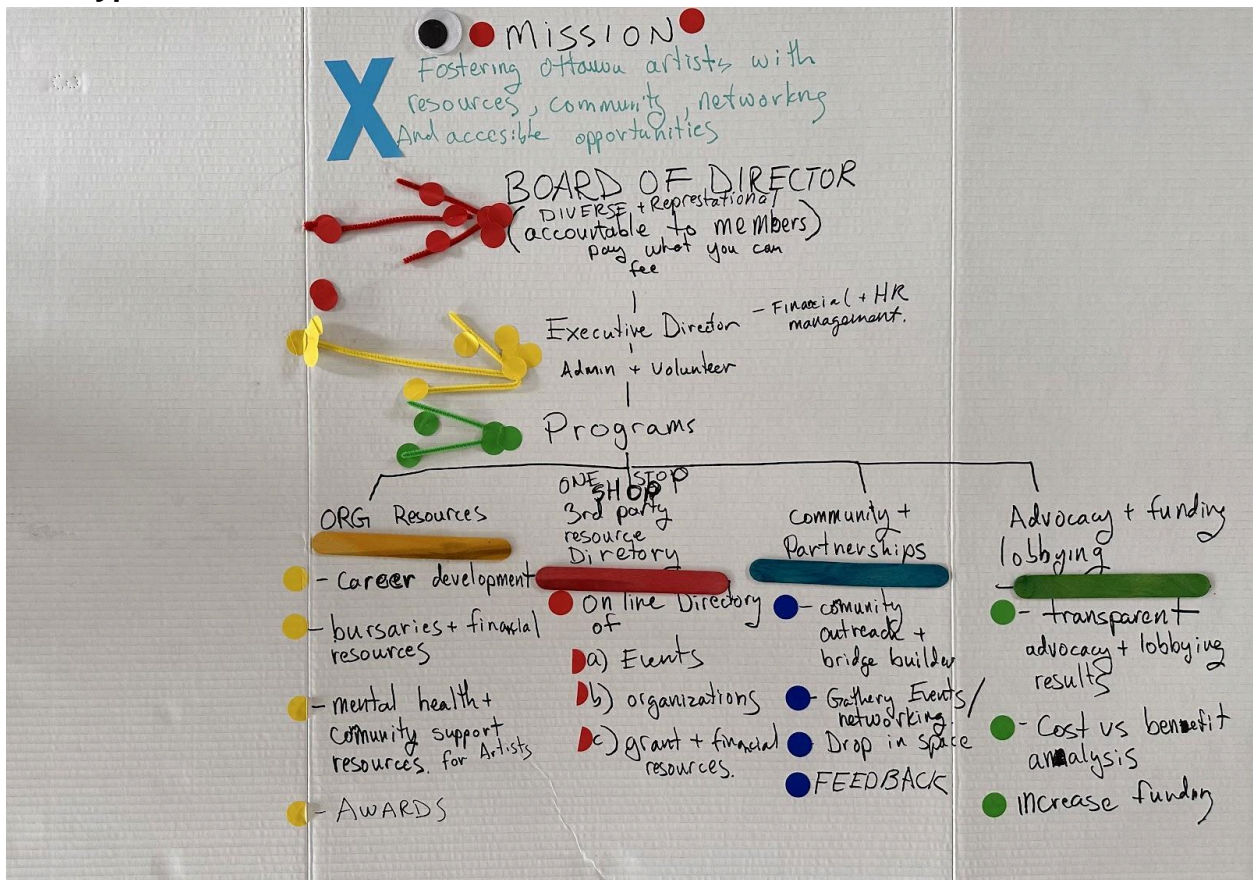
- Continuous loop
- Plan, Do, Check
- Merged mission statements from two organizations into list
- Iterative process: test, learn and adjust
- Broad investments leading to focused investments

Like	Improve
The loop, the continuation	Guidelines of how you choose what the investments are

Merging the mission statement	Research environment
Plan, Do, Check (like the release)	
Put many ideas in a functioning way	
<b>Questions</b>	<b>New Ideas</b>
Is everything up for grabs?	An example of how this would work
How do we deal with the moment of chaos at the beginning?	"When an artist walks in the door, what should I expect?"
Administrative nightmare but an artists dream	

Sunday, March 17

Prototype 1

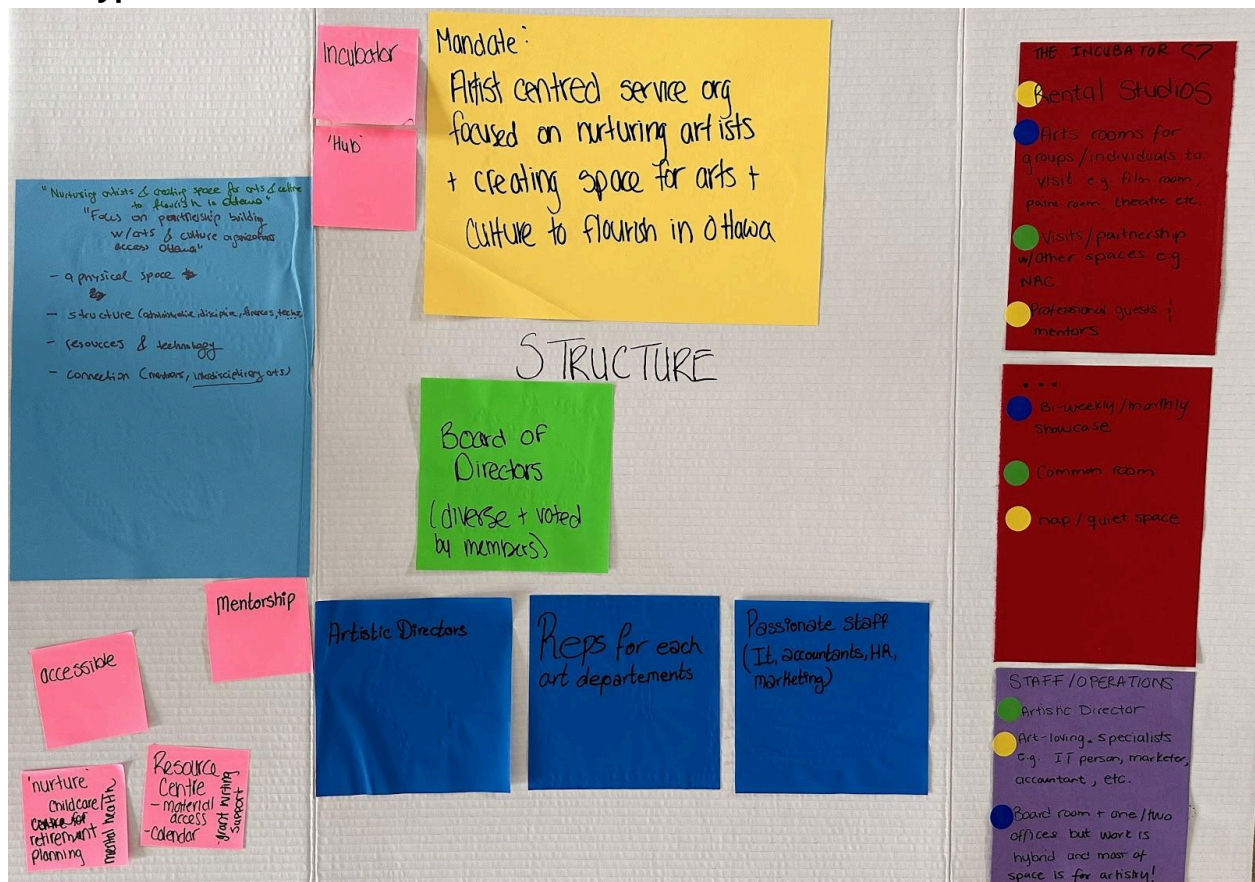


## Key Features

- Traditional organizational structure
- Diverse representation
- Programs separated into four buckets: Organizational Resources, Resource Directory, Community & Partnerships, Advocacy, Funding and Lobbying
- One Stop Shop
- Focus on relationships: in-person helpers, phone calls vs. emails, networking

<b>Like</b>	<b>Improve</b>
In-person helpers/liaisons/case workers	Policy/design
Belonging/care	Merge board/staff/volunteers more for conversations on care
Board represent diverse population	Inclusive/diverse messaging
Feel like has voice	
Welcoming hub	
No fee for entry to spaces to make/talk about art as a community (drop-in) studio: with materials, free used supply bank	
Networking	
Websites with opportunities	
<b>Questions</b>	<b>New Ideas</b>
How to get info from bottom tier to top for executive digestion?	HR directory (with pics)
What does Ottawa already have?	Call people vs. email (warmer interaction)
	Coffee with liaison
	Speed networking between sectors: places who want to display art/workshops with artists who can provide services
	Promote local art via website

## Prototype 2



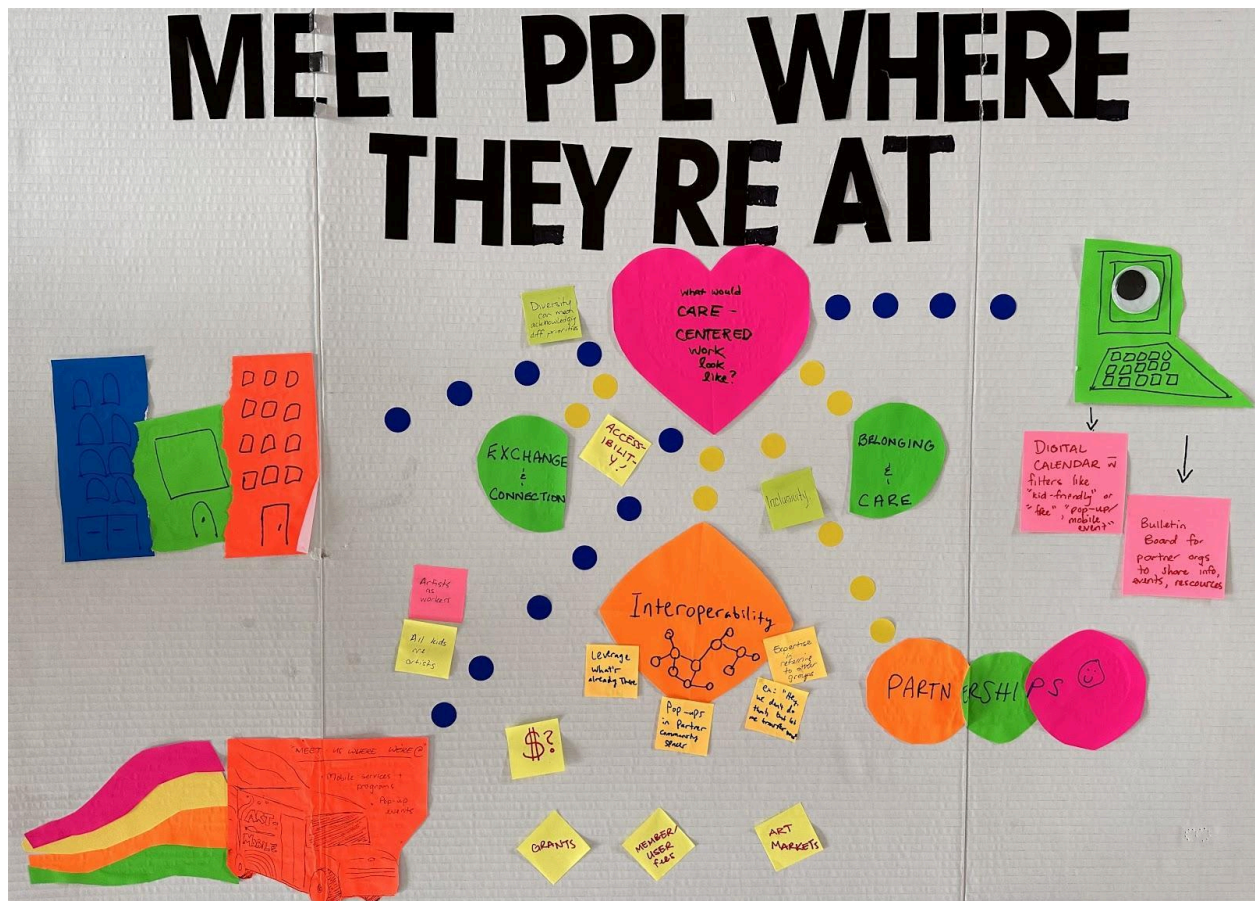
## Key Features

- Expansive resources, care-centered
- Artist-centered organization
- Diverse Board of Directors, voted in by members
- Multiple spaces: rental studios, arts room, common room, resource centre, quiet space, etc.
- More space for artistry

Like	Improve
Incubator	Residents and citizens
Artistic direction based on disciplines	Not duplicating services
nurture	

Expansive view of resources: healthcare and child care	
Out of the box thinking: Campus, mentoring space	
Database	
<b>Questions</b>	<b>New Ideas</b>
Means of funding?	Sketch to facility model
Accredited courses?	Transparency of org. model
How to not recreate silos?	

### Prototype 3



### Key Features

- Care-centered
- Meet people where they're at
- Mobile Arts Mobile



- Digital calendar and bulletin board
- Resources more spread out instead of in one central location

Like	Improve
Pop-ups around the city	Placing it within the organization
Mobile arts space	Elaborate on types of physical space: <ul style="list-style-type: none"> <li>• Hangout space</li> <li>• Studio/workspace</li> <li>• Exhibition space</li> <li>• Storage space</li> </ul>
Physical hub and sharing resources: collaborations, interoperability	
Questions	New Ideas
How do we measure care?	Access to arts materials: recycled, gently used, repurposing materials
How do we recognize and include "outer" spaces (urban areas)?	
What exactly does a mobile arts vehicle do?	
How does this model fit within the current arts organization?	
Where would the physical space be?	

## Prototype 4



### Key Features

- Tree imagery: emphasis on roots, nurturing, long-term sustainability
- "We are one"
- Focus on diversity, accessibility, inclusion
- Concentric circles as organizational model
- Artist/community centered
- Indigenous council
- Youth council
- This group opened their presentation with a song, [click here](#) to view it.

Like	Improve
Tree metaphor: pruning and long-term facing	Include measurement for understanding: health and ecosystem, mental health, etc.
Imagery: absorb back and forth, dynamic, organic	Clarity on power distribution and ways we are upholding colonial systems and ways we are dismantling them/building something new

Arts ecology	Roots
Tree and what we feed it, how we nurture and become solid	
Circles and all connected, what you do affects someone else in the long run	
<b>Questions</b>	<b>New Ideas</b>
How does competition fit in? Awards, recognition, etc.	Re-define ideas of competition - focus on the community win
How do we measure the health of ecology?	Shift to recognize humanity: focus more on skills and less on "besting" other people
What does winning look like/mean?	

**Summary**

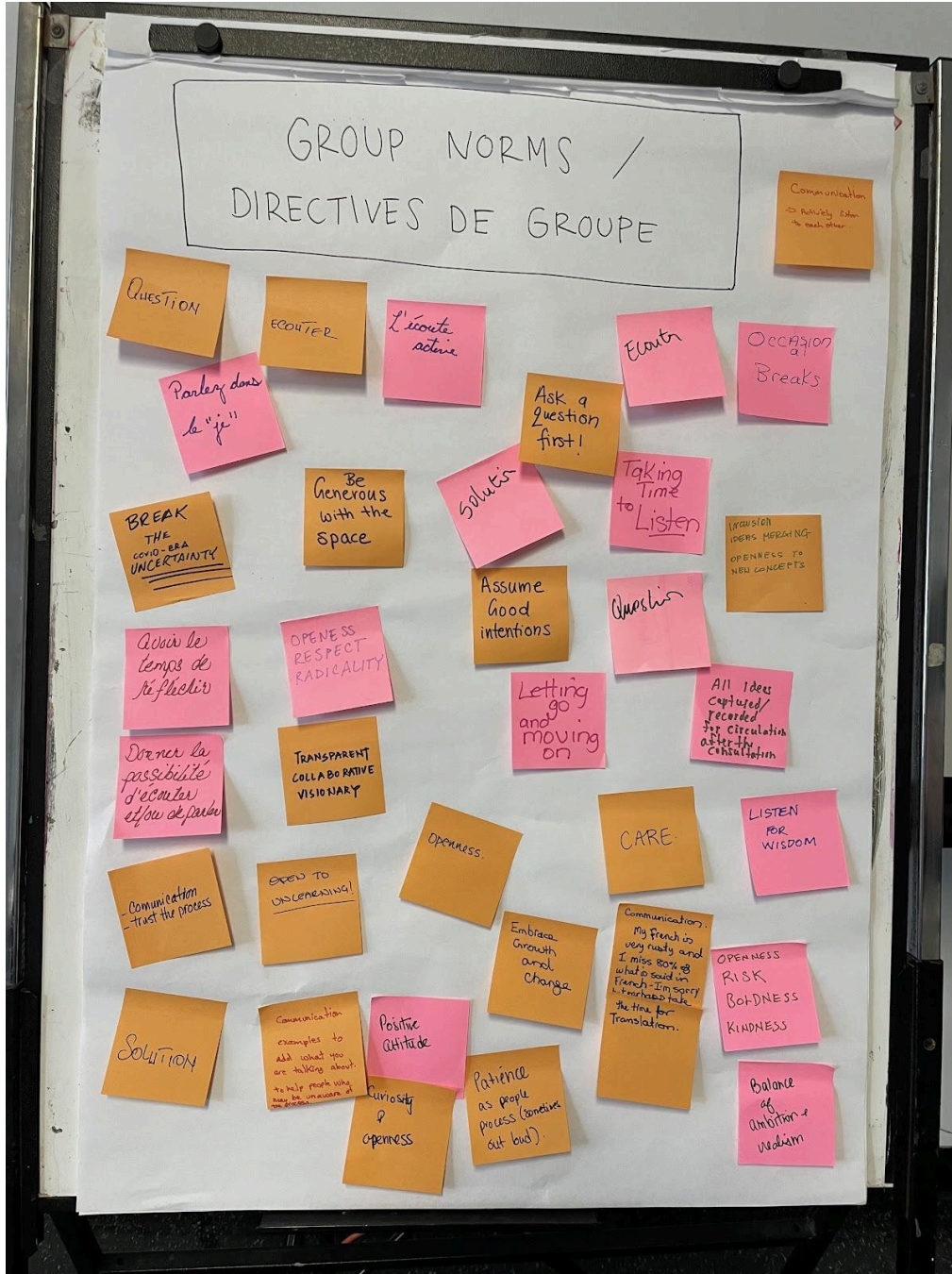
The Co-Creation Lab concludes the community engagement activities for this phase of the merger development. Further engagement will take place around specific areas of the implementation of the new organizational model.

**Next Steps**

The next steps will be for the ANO/OAC to work with the consultant team and the Boards of Directors to map the prototype features and priorities to the available human and financial resources. This process will take place over the next two months. The organizational model(s) for the new organization will be presented to the Boards of Directors and membership at the Annual General Meeting(s) in June 2024. The goal is to have the merger completed by 2025.

# Appendix 1: Group Norms

Saturday, March 16



Sunday, March 17

# GROUP NORMS DIRECTIVES DE GROUPE

**Visual Notes**  
- help to retain all the different threads

to be able to ask for clarification if a topic was not understood

Be kind

Consider all perspectives, regardless of how long you've worked in the arts or what credentials you have

to be able to speak or voice an opinion

Everyone Listening

LEAVE OUR EGOS AT THE DOOR

Choosing to express themselves in the language of our choice.

Validation of Experiences

Respect

acknowledging not every solution is perfect for everyone

Contributions from everyone

we make sure everyone participates & expresses themselves how they want so that their ideas are heard and included.

Validation so we can see each other

Respect

BE NON-judgemental

Time to go around the room to ask even quieter people

No interruption

Respect Risk-taking Openness

Giving space + listening to differing perspectives

OPEN AND HONEST DIALOGUE

No interruption - hand up

Open communication and freedom to ask for clarification or repetition

Complimentarity where possible - how can your idea compliment another's?

Personal experiences

everyone's voice is respected

Examples for the questions asked before moving onto answers

Being aware of the space we take up (allow everyone to have their perspective heard, but it can be so others can speak too!)

Normalizing permission for change of thought

Community care. Hold space for pauses + breaks as required

No cutting or interrupting until one is done with their speech

"7 seconds" of silence (give ppl room to finish a thought)

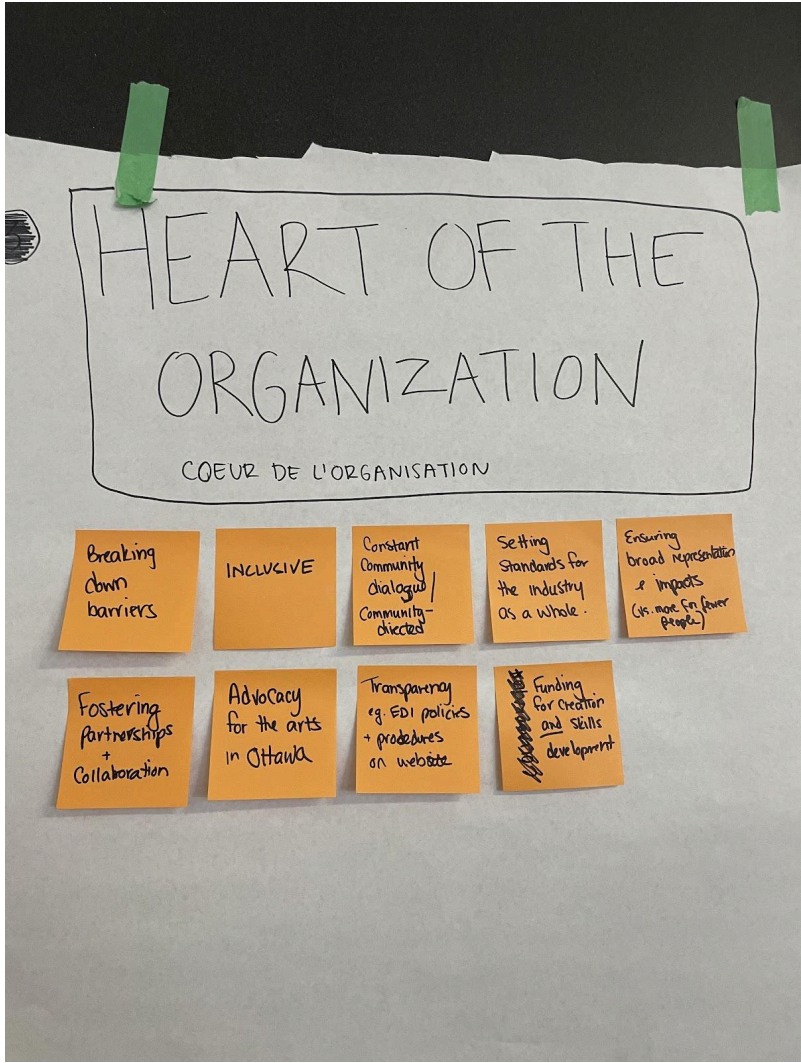
## Appendix 2: Mapping Activity Results

**Saturday, March 16**

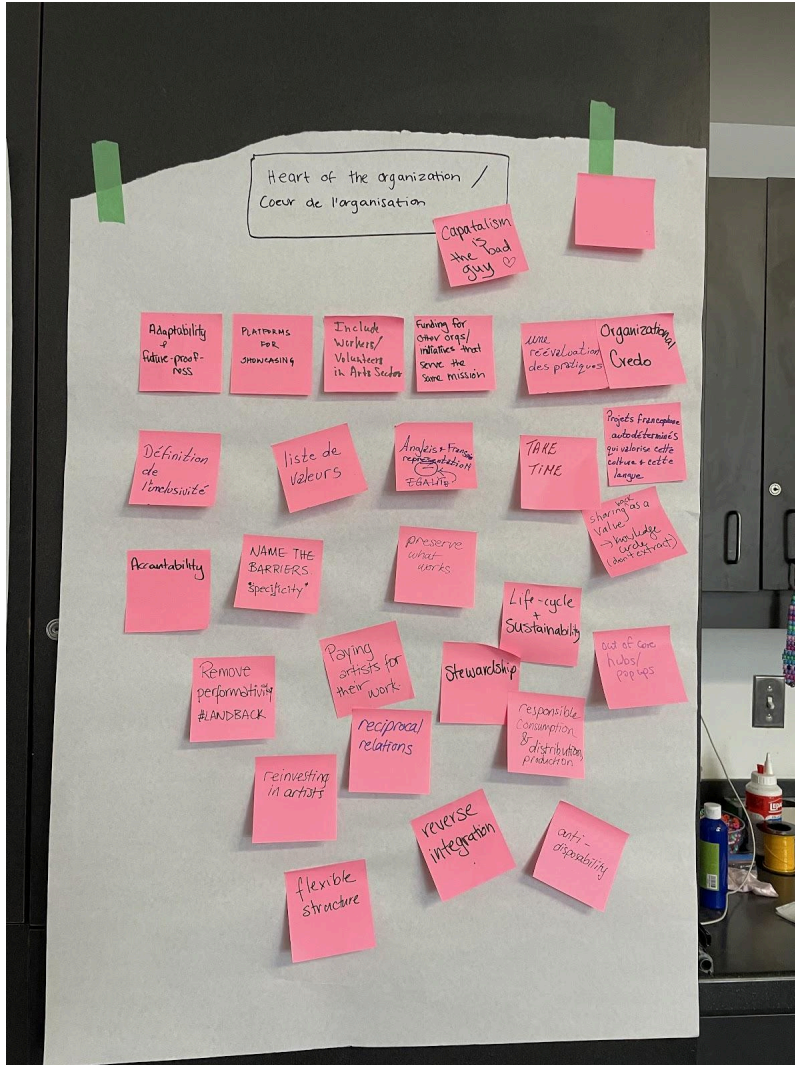
### Heart of the Organization

Data from Reports	Added insights
Breaking down barriers	Adaptability and future-proof-ness
Inclusive Constant community dialogue/community-directed	Platforms for showcasing
Setting standard for the industry as a whole	Include workers/volunteers in arts sector
Ensuring broad representation & impacts (vs. more for fewer people)	Funding for other orgs/initiatives that serve the same mission
Fostering partnerships and collaboration	Re-evaluate practices
Advocacy for the arts in Ottawa	Organizational credo
Transparency eg. EDI policies and procedures on website	Definition of inclusivity
Funding for creation and skills development	List of values
	English and French representation = equality
	Take time
	Self-determined french projects that value this culture and this language
	accountability
	Name the barriers specifically
	Preserve what works
	Sharing work as a value → knowledge circle (don't extract)
	Remove performativity #LANDBACK
	Paying artists for their work

	Life cycle and sustainability
	Out of core hubs/pop-ups
	Reinvesting in artists
	Reciprocal relations
	Responsible consumption and distribution production
	Flexible structure
	Reverse integration
	Anti-disposability
	Capitalism is the bad guy







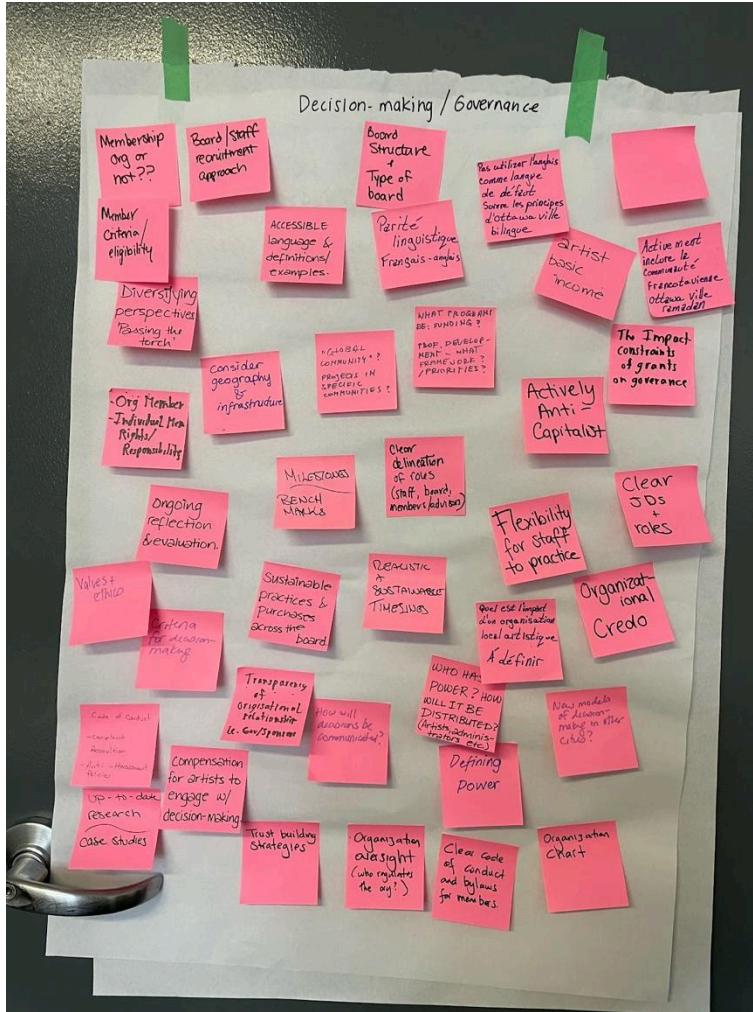
**Decision-Making/Governance**

Data from Reports	Added insights
DEI in high-level management positions	Board/staff recruitment approach
Align, complement, reinforce	Board structure and type of board
Counter institutional self-preservation	Membership org or not?
Ongoing strategic planning	Do not use english as the default language, follow City of Ottawa's bilingual principles
Active listening	Artistic basic income
Acknowledge history	Member criteria/eligibility

How to be accountable to community? transparent?	Accessible language and definitions/examples
Define and articulate actions	Language parity - English and French
Function efficiently and effectively, streamlining	Actively include the francophone community: Francontarienne, Ottawa ville ramadan
Transparent	Diversifying perspectives 'passing the torch'
Community care	Consider geography and infrastructure
Relational approach	Global community? Projects in specific communities
Partnerships, coordination	What programs re: funding? Professional development - what framework/priorities?
Transparency (about impact of org on community)	The impact constraints of grants on governance
Harness collective stamina	Org member: individual membership rights/responsibilities
Greater access and distribution of funds	Actively anti-capitalist
Values and mandate of new organization	Ongoing reflection and evaluation
Culture of adaptability and responsiveness	Milestones and benchmarks
Empower communities to determine own path	Clear delineation of roles (staff, board, members/advisors)
Reverse integration	Values and ethics
Finances: what will be financed in the budget?	Sustainable practices and purchases across the board
Budget, venues, identity cross-cultural barriers	Realistic and sustainable timelines
Representation at decision making tables	Flexibility for staff to practice
Ongoing iterative process	Clear job descriptions and roles
Simulate the user experience	Organizational credo
Artist-centered approach	Criteria for decision-making

Greater accessibility (reasonable membership fees)	Who has power? How will it be distributed? (artists, administrators, etc.)
Shift → nobody owns anything, reconstruct	To define: What is the impact of a local arts organization?
Criteria	Transparency of organizational relationships i.e. govs, sponsors
Decision-making structures	How will decisions be communicated?
Hospice for old systems	New models of decision-making in other cities?
New ways of funding	Code of conduct: complaint resolution, anti-harassment policies
Intergenerational and organizational collaboration	Compensation for artists to engage with decision-making
Community collaboration	Up-to-date research, case studies
Fiscal responsibility (more cost-benefit analysis and cost saving)	Trust building strategies
Addressing funding power dynamics	Organization oversight (who regulates the org?)
Deep relationships in the community	Defining power
Greater collaboration	Clear code of conduct and bylaws for members
Peer to peer	Organization chart
Experiment with minimal, viable ideas	
PWYC structure to ensure financial inclusivity	
Holistic approach	





## Programs and Services

Data from Reports	Added insights
Break the COVID era uncertainty we've gotten used to	Welcoming spaces
Guiding principles	Less insular, more outward (e.g. outside the city)
Transparency and inclusiveness (DEIA) in how we deliver	Take into consideration mental health
Openness	Address post COVID \$\$ constraints
What we choose to offer	Funnel of specificity
We resource adequately	Become a gold standard municipal for arts funders

Reduce services for one	Access needs, ASL support
Mentorship opportunities (all levels, artists and admins)	Accessibility of infrastructure
3 principles for action: grants, workshops, mentoring	A place for the francophone culture in Ottawa
Micro-grants for artists	Offer spaces for artists to create
Information and resource newsletters	Need for rehearsal spaces
Opportunities and funding for artists	Translation space does not equal francophone space
Funding	Recognize francophonie as a culture, not just a language
Reduce services, use money more efficiently	Abolish territorial attitudes - Outaouais = artistic force
Build up artists	Include/build in all access services
Mentorship network	Insurance
2 Wampum Belt	Healthcare
Collaborate with organizations with the same objectives	Cross-cultural barriers
Human connection	Concepts e.g. global
Use technology	Visibility/general awareness of opportunities
One stop shop	Employment board
Sharing resources	Network building/collaborative across disciplines
Pay what you can	Integrating into non-arts spaces
	Programming/education for arts admins/workers
	Funding for other orgs/initiatives
	Best practices and standard setting (e.g. artist fee guidelines)
	Promotion platforms or funding to other orgs for this

	Sales platforms or funding for other orgs to do this
	Professional development within a marginalized community



# PROGRAMS & SERVICES

PROGRAMMES & SERVICES

Break the Covid-era uncertainty we've gotten used to

Guiding Principles  
Principes directeurs

Transparency  
Inclusiveness  
Coeia  
(in How we deliver)

Ouverture  
(openness)  
+  
Transparence

What we choose to offer  
We reassure adequately

Production des services pour ceux

Mentorship opportunities  
(all levels, artists + admins)

pas (on) d'opérations - Hébergement - Maintenance

Micropayments \$ pour les artistes

Cultures d'information ressources

Prise

Opportunités et de financement pour les artistes

Financement

Production des services utilisation plus efficace

2 univers. bell

Collaboration avec mêmes objectifs

Partenariat d'artistes

Resonance Mentorat

UTILISER TECHNOLOGIE

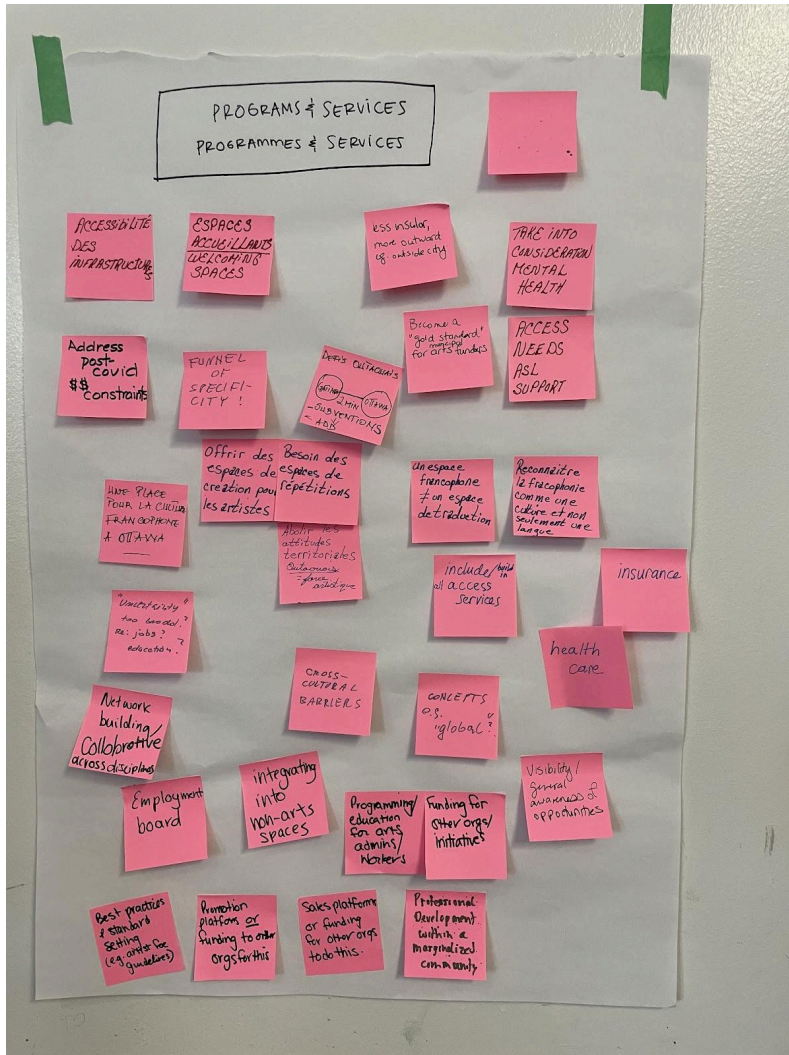
GUICHET UNIQUE "one stop shop"

Partage des ressources Sharing resources

CONNEXIONS HUMAINES

Pay what you can





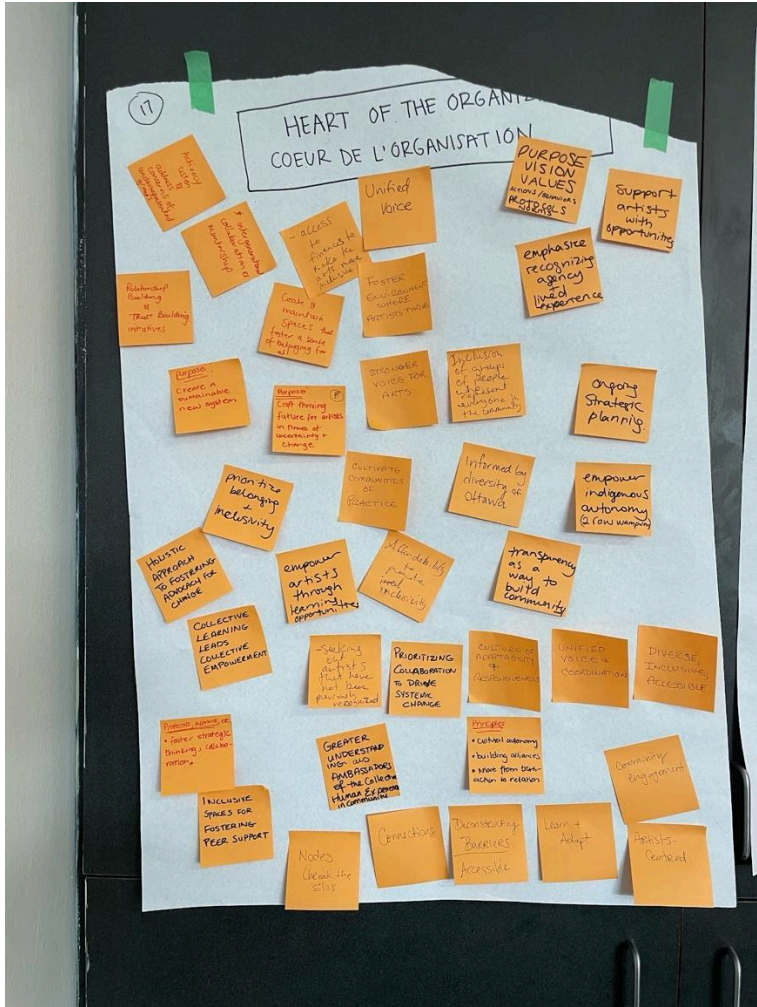
Sunday, March 17

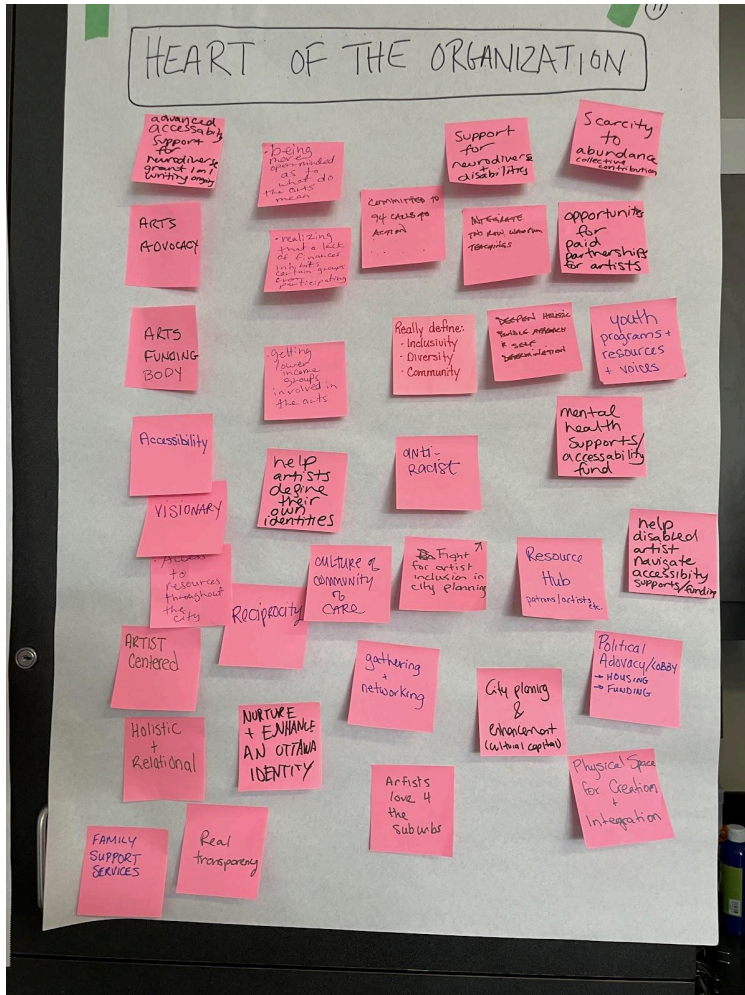
### Heart of the Organization

Data from Reports	Added insights
Unified voice	Advanced accessibility support for neurodiverse grant 1 on 1 writing
Actively listen and address concerns of underrepresented groups	Being more open-minded as to what do the arts mean
Intergenerational collaboration and mentorship	Support for neurodiverse + disabilities
Access to finances to make the arts more inclusive	Scarcity to abundance collective contribution

Relationship building and trust building initiatives	Arts advocacy
Create and maintain spaces that foster a sense of belonging for all	Realizing that a lack of finances inhibits certain groups from participating
Purpose: create a sustainable new system	Committed to 94 Calls to Action
Purpose: craft thriving future for artists in times of uncertainty and change	Integrate Two Row Wampum techniques
Foster environment where artists thrive	Opportunities for paid partnerships for artists
Strong voice for artists	Arts funding body
Inclusion of groups of people who represent everyone in the community	Getting lower income groups involved in the arts
purpose , vision, values, actions/behaviours, protocols, norms	Really define inclusivity, diversity, community
Support artists with opportunities	Deepen holistic bundle approach and self determination
Emphasize recognizing agency and lived experience	Youth programs, resources, and voices
Ongoing strategic planning	Accessibility
Prioritize belonging and inclusivity	Visionary
Cultivate communities of practice	Help artists define their own identities
Informed by diversity of Ottawa	Anti-racist
Empower Indigenous autonomy (2 Wampum)	Mental health supports/accessibility fund
Holistic approach to fostering advocacy for change	Access to resources throughout the city
Empower artists through learning opportunities	Reciprocity
Affordability and promote inclusivity	Culture of community of care
Collective learning leads to collective empowerment	Fight for the artist inclusion in city planning
Seeking out artists that have not been previously recognized	Resource hub: patrons/artists, etc.

Prioritizing collaboration to drive systemic change	Help disabled artist navigate accessibility supports/funding
Culture of accountability and responsiveness	Artist-centered
Unified voice and coordination	Holistic and relational
Diverse, inclusive, accessible	Nurture and enhance an Ottawa identity
Protocols, norms, etc. "foster strategic thinking, collaboration"	Gathering and networking
Inclusive spaces for fostering peer support	City planning and enhancement (cultural capital)
Greater understanding of ambassadors of the collective human experience in community	Political advocacy/lobby (housing, funding)
Cultural autonomy, building alliances, move from transaction to relation	Family support services
Community engagement	Real transparency
Nodes (break the silos)	Artists love for the suburbs
Deconstructing barriers - accessible	Physical space for creation and integration
Connections	
Learn and adapt	
Artist-centered	





## Decision-Making/Governance

Data from Reports	Added insights
Strategic planning must be a kind of living/evolving piece of governance	Good outreach=good governance
Good governance is experimentation-friendly at all levels	Financial transparency - cost/benefit analysis
Identifying objectives/goals based on what you have heard from these consultations	Feedback strategies (executive, artists)
Always assessing funding challenges, power dynamic issues	Clear mandate and adherence to it

Interdisciplinary approach	More accessible language and opportunities for connection
Always thinking about sustainable org	Collective survey parties/gatherings
Budgeting/priorities	Respect cultural autonomy, build alliances through allyship
Deconstructing barriers for more sustainable collaborations	Youth voices included in decision-making
Implement teachings of the two row Wampum	Surveys and regular community outreach=good data to make good decisions
People who carry out decision making	Vision of healthy vibrant arts ecology in NCR
Transparency of financial and admin decisions	Deconstruct barriers for more sustainability
Board and staff representation ensure diversity	Transition from a transactional to a more relational engagement
Respecting autonomy, build alliances through allyship and transition from transaction to relational engagement	Transparent and accountable
Create and continue a parallel process, with host Algonquin nation and First Nations in the NCD	Scheduled community touch stones each year for collective work
Focus on what already works and expand it	Constantly evolving through community input
Effective organizational reflection	Carry out reverse integration
	Process to implement two row wampum teachings
	Two row Wampum
	Anonymous digital input for artist perspectives
	Make sure people in the room represent Ottawa population
	Learn from other models out there working well
	Explore leadership and engagement or circles of decision-making

	Under artist centered approach - empower the artist to work for complimentary positive change
	Thinking out box (vantage point) POV and be prepared to pivot
	Consider is this 'mentally healthy' for the collective
	Consulting and including people with lived experience
	Iteration
	Powerful collective voice
	Free classes for proposals for grants for the arts
	Looking at alternative non-hierarchical models of governance
	Penguin model? Everyone takes a turn in the crate to be warmed up
	Make giving feedback fun
	Membership involved in decisions like awards
	Focus on deep relations to help people participate
	Take advantage of Ottawa's small size
	Opportunity: radically redefine/change how an org is run ex. co-ops
	Making personalized authentic welcoming experiences - bring community together

# DECISION-MAKING / GOVERNANCE

## PROCESSUS DE DÉCISION / STRUCTURE DE GOUVERNANCE

Strategic planning must be a kind of living breathing piece of governance

Good governance is demonstrated through consistency at all levels

Identify Objectives/Goals.  
Based on what you have heard from these consultations

Always assessing & ready to change as dynamic issues

Identify opportunities (from base)

Always thinking about sustainable org'ing

Budgeting/Priorities

Identifying business processes susceptible to collaboration

Implement techniques at the time of definition/assessment

PEOPLE WHO CARRY OUT DECISION MAKING

Transparency in Financial and Admin Decisions

Board's Staff Representation & Diversity

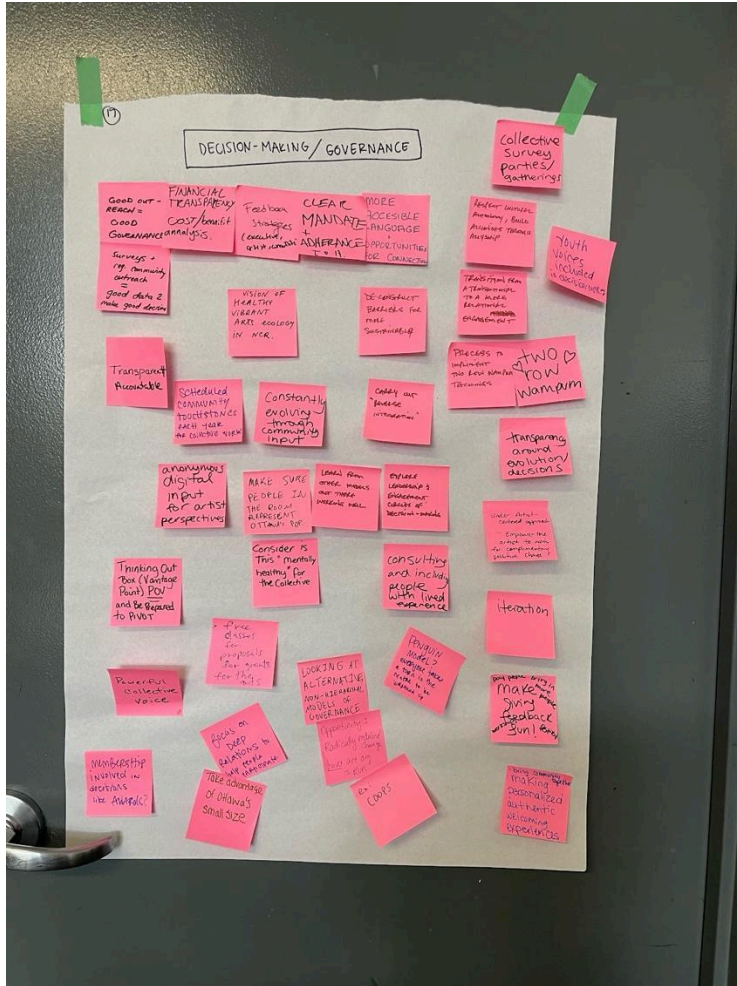
Responsible model: Account, Basis, Account, Basis, and Transition from Transition, Stakeholder

Clear and cut. A parallel process of 1995-2000. Normal & firm terms in the NCR

Focus on what already works & expose it

Essential organizational Reflection





**Programs and Services**

Data from Reports	Added insights
Transparency	Bring in mental health groups for empowering emerging artists
Cost/benefit analysis	Disability accessible buildings
Ongoing strategic planning	Speed networking across sectors
Iterative, MVP (minimum viable product)	Artist exchange programs
Purposeful data collection and knowledge exchange	Arts therapists/talk sessions
Space (alternate resources)	One stop shop calendar and resources
Representation	Directory map of artists, etc.

Funding resources and funding challenges	Examine awards structure
Transition from transactional to relational *authenticity*	Transparency of how both orgs are financed
Collaborative, relational, sharing resources	Diversity in the board of decision making
Resource sharing	Access to young and old age programs
Artist resources	Creating a safe space for POC artists so they can fit in
Reclaiming cultural space	Artist resources: workshops, networking
Robust and diverse funding/grants opportunities	Diversify funding streams for awards
Support for Indigenous and cultural communities	New to Ottawa orientation guide
Partnerships	Peer validation groups
Prioritizing different perspectives, holistic	Arms length funding (TAC model)
Collaboration/connection	Digital bulletin board of artist opportunities
Holistic	Be a visionary for the arts in Ottawa in service-delivery
One stop shop	Data collection to inform programs and services and advocacy
Programs and services and integrated into community-led decision-making, not separate	Cross-generational workshops and programs
Professional development (mentorship workshops)	Programs to target low income groups
Diversify funding	Programs for street-involved youth
New to Ottawa orientation guide (e.g. where to find materials?)	Transparency for lobbying efforts
Calendar	Interdisciplinary liaison (to move between org areas)
Service: advocate for emerging artist needs/interests	Marketing and digital support
Artist-centered approach	Affordable spaces for hosting workshops
Safe space, sense of belonging	Reflective peer committees

Supportive and not performative	Place for artists to trial new workshops
Regular communication	Family workshops
mentorship	Affordable access to exhibitions/arts fairs
Fitting in as a POC artist	Tech and comms
Expand/being consistent/improving what is currently present and working well	Marginalized youth and adult programs
	Storytelling, peer sharing
	Granting body
	Room for emergent/spontaneous initiatives
	Contribute to cultural based arts spaces
	Disability focussed programs
	Meet people where they're at
	Accessibility
	Integration based workshops, how to, first time
	Indigenous liaison, reverse integration
	Shorter turnaround time, application to results
	Advocacy
	Paid opportunities to learn
	Open studio space for creatives experiencing financial hardships
	Keep awards?
	Programs for adults with neurodiverse needs
	Events space
	Have a storefront/public space people can visit

	Peer-run workshops for mental well-being
	Can't do everything (capacity)
	Database for opportunities (spreadsheet)
	Quarterly peer/mentor support programs, 4x per year

