

## Facility Managers' Meeting – Sept 12, 2018

### Noting ArtsBuild Programs:

- [Learning Series](#)
- [Mentoring Network](#)
- [Resource Library](#)
- [Asset Planner for the Arts](#)
- [SpaceFinder](#)

### Topics for Discussion

Health and Safety

AODA compliance

Creative/cultural hubs as sustainable spaces

*Creative space rentals*

*Event Security*

*Alcohol Licensing*

*Cannabis (legislative vs. asset management)*

*Energy greening*

### ArtsBuild asset planner

- Asset planner helps you with planning decisions, prioritizing, timing of repairs etc.
- The planner saves on repair and other facility costs by avoiding crises and carefully planning and keeping track of upgrades & repairs and spacing them over time
- Can help with getting funding because you learn what you need and how to make your case

### Space Rentals

- No one wants to pay full cost for rentals; if you approach from a transactional position, you're likely not going to rent the space nor have good relationships in your community
- There can be the perception that the venue was big, scary, expensive, dealing with a lot of staff, IATSE rules. Once person gave community renters discounts at first so they could get used to it.
- Another community has the opposite problem – i.e. community members that are “too confident” in the space and don't necessarily listen to the manager.
- There is an expectation of professionalism to be in the space. Renters have to meet a standard. How do we nurture our local groups to help them use the space?
- Start by explaining the value of working with the venue staff, how they can make the show better in the end.

- Another community has the rental rates legislated so can't give anyone discounts etc. But does have a taxpayer/community rate, not for profit, and commercial. Adding the community rate was a good happy medium
- Community connections help a lot, as well as dedicated staff member that is your person, that a renter feels is on their side
- Everything that goes on in the hall affects your identity and reputation. Even rentals. Audience might not know the difference
  - However not everyone has this problem - some communities know the difference
- Renters don't understand why you're asking for the insurance that you're asking for
- The importance of explaining/communicating to the community partners why the costs are what they are, what the benefits are
  - Creating the capacity within your organization to do this
  - Putting things in front of the clients in the contract in advance so there are no surprises
- Marketing – there are clients that are expecting promotion from the venue, even if they don't have a budget for it. Be clear about what you offer and what you don't in terms of marketing
- The idea of curated rentals – it's ok to say no. Do it in a way that you can defend to the higher ups. Would have to establish your criteria. This is mutual best interest
  - This also comes up with too many “like” shows – it ends up causing none of the shows to sell well, so sometimes curating rentals is necessary and helps everyone
- Partisan rentals:
  - Studio space that gets rented for parties, e.g. election night parties – does it look partisan? Especially the municipal election, because a significant % of funding comes from municipality
  - If you host an all candidates meeting, you have to provide proof that you invited all the candidates
- **Note the Re:Sound stuff on top of SOCAN**

## Alcohol

- Opening up the license to include the seating area (stadium license)
  - E.g., a venue has a stadium license. Have increased concession revenue by \$5k a year, ever year now that they allow drinks going to the seats. Made a big difference. Prefers to have this as standard for all events, other than schools and churches.
  - Another venue recently licensed the seating area. They ask clients in advance what they prefer. E.g. the symphony prefers not to have alcohol in the seating area
  - Another found that getting the studio licensed increased the revenue enough that they were able to take water bottles off the menu,

providing water coolers and paper cups instead, which is much better for the environment

- One venue is not a licensed facility – a municipal decision. But they found a local service club with a travelling license that could come in for specific events. They made a deal directly with the rental client.

### **Cannabis**

- Who is legally responsible for serving someone who is already intoxicated on other than alcohol?
- Suggestion that the issue is mainly with staff more than patrons – another layer for management to deal with (like equipment operators on cold medication etc.)
- Waiting for the policy to come down from the municipality
- Can it just fall under regular smoking policy?
- Is it going to be possible to license our spaces for the use of cannabis? Is it possible to become a retailer? – i.e. edible products etc. This may connect into attracting younger audiences.
- Distribution model changed under Ford Gov. Private retailers. It will depend on who is licensed. This would come from whatever Cannabis regulation body is set up
- Let's not be ashamed to have discussion
- Maybe this will be a bottom-up kind of movement. Starting with small spaces

### **Greener Spaces**

- One venue has completely switched to compostable “plastic” cups etc., which go through a waste management company to get composted. Many/most waste management companies can't compost bio-plastics so be careful and check in advance
- Another has started serving water in pitchers instead of water bottles. All wine and beer is served in glassware. But they transfer to plastic if someone is taking it into the actual theatre. Patrons find that glass has the aura of a higher level of service
- Switching to all LED lights, on sensors
- It can be challenging to quantify the savings – to track to statistics needed for grant applications and incentives can be so difficult
- Trying to cut down on the number of posters printed for shows. Have energy efficient screens in the lobby instead showing upcoming shows. But had a client that was concerned about the “electronic takeover”. Have changed their policy on advertising shows for other venues.
- Another no longer accepts posters, only shows upcoming events digitally on a monitor

## **Health and Safety**

- Audience safety – last year one manager was pressured to put metal detectors at the doors but declined because there is huge infrastructure involved in that
- Instead, looking at an awareness program, knowing when to call the police etc. What to do in an active shooter situation
- Do you have a plan for reacting to bomb threat and similar? How do you make sure you have fast reaction time?
- Will your local police help do a safety assessment of your venue?
- Panhandler situations outside the doors – it’s actually a mental health issue. Trying to train staff and volunteers on how to speak to those people.
- What is your notification system if you have to tell patrons not to come to an event, if there is a lockdown situation, etc.
- Would be beneficial if awareness is paired with contextualization. Making sure people know that it’s good to know what to do just in case, but it’s not your responsibility to sing handedly stop a terrorist attack
- Risk management – preparing for very unlikely situation but it’s high value to be prepared
- We’re not the only public space in our communities – good to align yourself with other spaces (libraries, city hall...)
- Also making sure training covers handling panic and hysteria. Someone needs to be in a leadership role to communicate clearly and calmly to audiences.
- One manager reminds all volunteers of these policies at the start of every single shift
- Knowing when to evacuate vs. lockdown
- There is no standardized training across the province. Where do you go for training w regards to public health and safety? Equivalent to the training we know of for backstage safety.
- How do you handle personal water bottles? Making sure there’s no outside alcohol while supporting plastic reduction.

## **Future Facility Managers’ Meetings**

- Once a year doesn’t allow for things to progress. Are there opportunities for other meetings throughout the year? Whether zoom, phone, or in person? Possibly twice in a season – beginning and middle?
- Agendas are good to guide the conversation, but opening the box is a good idea too
- Municipal world is full of silos, the theatre managers are the most interconnected. PAC managers are able to speak to what other municipalities are you doing. Can we aggregate this information? “Guidelines”?
- A consistent model for creating a brand new organization within a municipality. We need a standard for how to do this. Justifying your existence, showing there’s a model for how to do these things. Put our energies toward having a document for “this is how we run venues”

- What about an online resource centre? A place where we can put and share documents? This is what's relevant in performing arts spaces right now?
- Would like to get the MPAC meeting group up and running again, creating resources that all communities can use. Updates to come from OP on this.
  - It helps a lot to show that there are precedents from other places
- Look at who isn't in the room – are there municipalities and facilities (or types of facilities) who aren't here? How do we publicize and reach out to them? Is the OP conference the best forum for this?
- Apparently public art galleries have some of these same issues of working within a municipality, perhaps there is a connection to be made there as well