



CENTRE DES ARTS
SHENKMAN
ARTS CENTRE

2015-2020
STRATEGIC PLAN

ANNUAL REPORT
JUNE 2017

VISION

By 2020, the Centre will be **a place** where the **combined efforts** of a growing number of **partners** will enrich the **cultural and artistic experiences** of a **broader spectrum** of Orléans and city at large.

WHAT WAS ACCOMPLISHED

The Shenkman Arts Centre's Strategic Plan **collaborative governance model** led by the Community Leadership Team and five Implementation Teams:

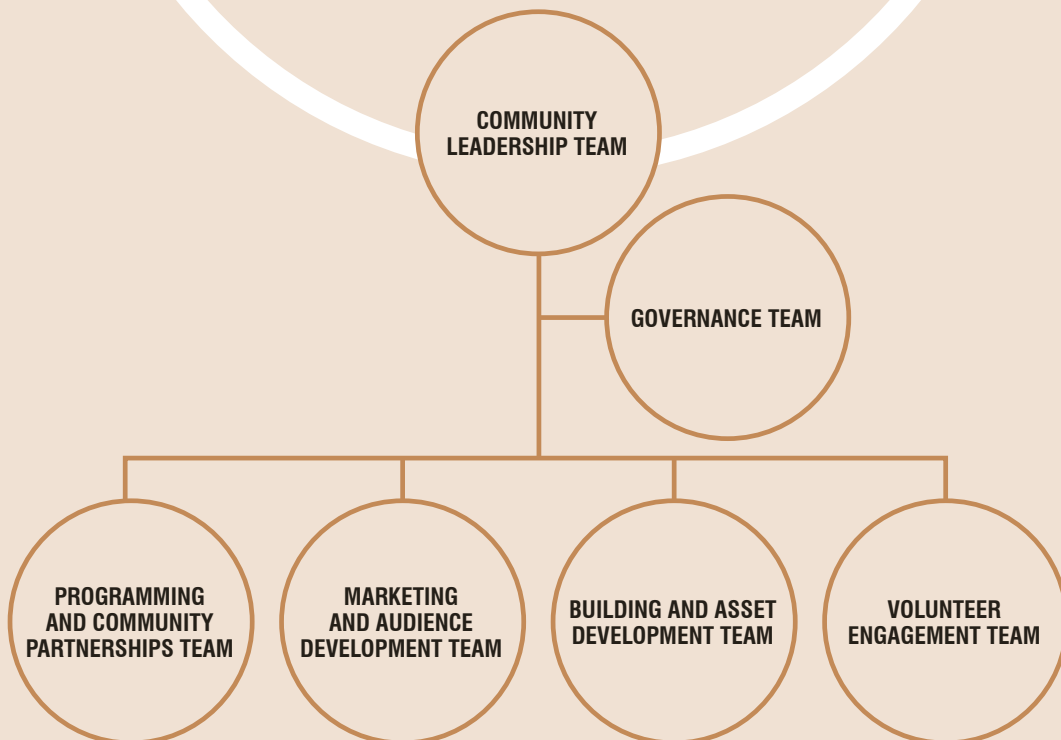
- **Governance**
- **Programming and Community Partnerships**
- **Marketing and Audience Development**
- **Building and Asset Development and**
- **Volunteer Engagement**

Have been working together for the past 12 months to deliver on the goals of the Centre's strategic plan. Mostly this work is done 'off the side of their desk' which for most involved, the projects are an add-on to operational duties. Additionally, in a demanding year with enhanced deliverables in celebration of Canada's 150th, the Plan's objectives were challenging to achieve. However, due to an amazing group of highly skilled and motivated individuals they were able to do a lot with just a little.



WHO'S BEEN INVOLVED

Over 50 individuals have **volunteered over 550 hours** of their time, as well as their expertise, lending themselves to a diverse voice in support of the Centre's strategic plan.



Here is what was accomplished in response to the Plan's Goals:

GOAL

Preserve and strengthen the financial and human resources of the Centre in order to maintain its success.

Completed survey to volunteers to assess current skill set and interest in investing their time supporting Strategic Plan initiatives. Response rate was very positive. Have begun to engage them with the various Implementation Teams.

Completed a first draft of the information manual for the Centre's Ambassador program.

Started collecting for the Capital Renewal Fund (CRF) in January 2017 in support of theatre equipment replacement, upgrades to front of house and backstage, and theatre system improvements. Researched funding opportunities to leverage the CRF.

Received City of Ottawa funding in support of Older Adult Programming.

GOAL

Enrich the programming offered inside and outside the Centre in order to provide a broader range of cultural and artistic activities that reach a population quickly changing in its social and demographic profile.

Developed foundation, scope and purpose for the Artist in Residency program.

Offered 6 live performances and 38 workshops to over 500 older adults in 2016. New funding in place for 2017 with goal to reach out to more francophone, eastern Ontario and low income seniors.

Attracted over 600 people and enhanced collaborations/partnerships with the community for Fête Frissons 2017, Orléans's Winterlude celebration.

Installed a Free library in the building to create an ambience that would improve the customer/client experience.

Completed best practice research for music in the lobbies and an instrument library.

Offered a summer lunchtime performing arts series for the Centre's campers.

GOAL

Attract new partners and rental clients to increase the Centre's capacity to participate in the neighbourhood's cultural, artistic, community and commercial life.

Hosted One World Film Festival 2017 in April as part of Canada's 150th anniversary.

Hosted three live music production residencies for local musicians Pony Girl, YAO, and Catriona Sturgeon in collaboration with the Ottawa Music Industry Coalition.

Succeeded in being selected as a pilot site for the Rendezvous with Madness Film Festival but offer was rescinded due to change in policy with Ontario Trillium Foundation. Process resulted in creating successful bridges and outreach with mental health organizations as well as with the Canadian Film Institute which may well result in other programs or partnerships in the future. Also succeeded in confirming a need for events to help support and engage the mental health and addictions community.

Completed best practice research, analysis of current rental survey, and determined barriers to client retention in order to develop better customer/client relations at the Centre.

GOAL

Establish an inclusive and collaborative governance model to support and reflect the enhanced programming of diverse cultural activities in the building, its outdoor spaces and the neighbourhood.

Continued to work with 50+ internal and external stakeholders on the various Implementation Teams.

Consulted with a group of people who have underrepresented voices at the Centre: indigenous, racialized, special needs, youth, low income, and LGBTQ+ to help develop an action plan for increased inclusion.

GOAL

Improve the efficiency of the Centre's building and outdoor spaces as well as their capacity to accommodate enhanced, and varied cultural and artistic programming.

Completed the Google See Inside interior mapping project to assist with visualization of the spaces for rental clients.

Provided support to the first RibFest in Orléans September 2016 (16,000 attendees), as well as Craft Beer Festival, Carivibe, and RibFest all along Centrum in 2017.

Wrote a letter with recommendations for the LRT Stage 2 connection to the Orléans Town Centre.

Connected with Traffic Management Engineering concerning a pedestrian crosswalk.

After consulting Traffic Services, did not add accessible parking along Centrum in front of the Centre.

Added permanent furniture on 3rd floor to create a gathering space.

Completed a rate review in both theatres. Final results and recommendations in progress.

Created a new fee to take advantage of last-minute and non-prime time booking opportunities.

Helped implement outdoor summer lunchtime performances for campers.

GOAL

Improve the Centre's ability to communicate and promote its cultural and artistic programming.

Consulted internally to determine requirements for audience research report.

Began initial analysis of data and report findings is in progress.

Continued to work towards the launch of the new and improved website. Expected Fall 2017.

Reached out to Place d'Orléans to start discussions/determine requirements on setting up an information kiosk.

Challenges: Due to a re-organization and limited human resources, it was necessary for the Marketing Team to take a 6-month hiatus.

COMMITTEE MEMBERS

A huge **THANK YOU** to all the members of the various Teams for their time and commitment in the advancement of the Shenkman Arts Centre's Strategic Plan.

Community Leadership Team

VICTORIA STEELE, Executive Director, AOE Arts Council (Co-chair)
CAROLINE OBEID, Artistic Producer and Manager, Shenkman Arts Centre, City of Ottawa (Co-chair)
PIERRETTE BOISVERT, Board President, Théâtre du Village
SYLVIE-ANNE GROULX, Artistic Director, Mouvement d'Implication Francophone d'Orléans (MIFO)
JASMINE BROWN, Executive Director, Heart of Orléans Business Improvement Association
LAURA CYR, Portfolio Manager, Cultural Funding, City of Ottawa
NADIA DESROCHERS, Communications and Operations Coordinator, Tara Luz Danse
NATASHA MUDRINIC, Stage Crew Volunteer, Shenkman Arts Centre, City of Ottawa
ALEXIS HEBERT, Associate Lawyer, Dust Evans Grandmaitre
KATHI LANGSTON, Artistic Director, Ottawa School of Theatre
LUC OUELETTE, Executive Director, Orléans-Cumberland Community Resource Centre
MÉLANIE OUIMET-SARAZIN, Administration Officer, Ottawa School of Art - Orléans Campus
YASMINA PROVEYER, Manager, MDA Productions (CLT)
ROSEMARY SWAN, Artistic Director, Gloucester Pottery School
ROBERT WARREN, New Media Instructor, Shenkman Arts Centre, City of Ottawa
LIANNE ZITZELSBERGER, Co-Owner, St. Martha's Brasserie

Governance Team

VICTORIA STEELE, Executive Director, AOE Arts Council (Co-chair)
CAROLINE OBEID, Artistic Producer and Manager, Shenkman Arts Centre, City of Ottawa (Co-chair)
KATHI LANGSTON, Artistic Director, Ottawa School of Theatre (CLT)
MÉLANIE OUIMET-SARAZIN, Administration Officer, Ottawa School of Art - Orléans Campus (CLT)
ROBERT WARREN, New Media Instructor, Shenkman Arts Centre, City of Ottawa (CLT)

Marketing and Audience Development Team

JOËLLE DROUIN, Director of Marketing and Communications, Mouvement d'Implication Francophone d'Orléans (MIFO) (Co-chair)
DELORES MACADAM, Program Manager, RCFS Marketing & Communications, City of Ottawa (Co-chair)
JASMINE BROWN, Executive Director, Heart of Orléans Business Improvement Association (CLT)
ALEXIS HEBERT, Associate Lawyer, Dust Evans Grandmaitre (CLT)
JEFF STELLICK, Executive Director, Ottawa School of Art - Orléans Campus
LIANNE ZITZELSBERGER, Co-Owner, St Martha's Brasserie (CLT)
CHANTAL DUCHARME, Program Analyst, Shenkman Arts Centre, City of Ottawa

Programming
and Community
Partnerships Team

ANNE GUTKNECHT, Director of Community Engagement, Mouvement d'Implication Francophone d'Orléans (MIFO) (Co-Chair)
JOLYNN SOMMERVILL, Programmer, Shenkman Arts Centre, City of Ottawa (Co-Chair)
NADINE ARGO, Gallery Coordinator, Ottawa School of Art - Orléans Campus
PIERRETTE BOISVERT, Board President, Théâtre du Village (CLT)
SARAH CONN, Rentals Coordinator, Shenkman Arts Centre, City of Ottawa
NADIA DESROCHERS, Communications and Operations Coordinator, Tara Luz Danse (CLT)
LOUISE PROFEIT-LEBLANC, Indigenous Storyteller/Culture Educator
BERNARD LEGER, Musical Theatre Director, St. Peter's Catholic High School
HANNA NIZMAN, Music Therapist and Client Service Agent, Service Ottawa, City of Ottawa
MÉLANIE OUIMET-SARAZIN, Administration Officer, Ottawa School of Art - Orléans Campus (CLT)
CASSANDRA OLSTHOORN, Program Manager, AOE Arts Council
YASMINA PROVEYER, Manager, MDA Productions (CLT)
KAELI RAMOTAR, Dance instructor, Shenkman Arts Centre, City of Ottawa
VIRGINIE THOUROUDE, House Crew Volunteer, Shenkman Arts Centre, City of Ottawa, and Teacher, Ottawa School of Theatre
MIKE TAYLOR, Programmer, Shenkman Arts Centre, City of Ottawa

Volunteer
Engagement Team

VIRGINIE THOUROUDE, House Crew Volunteer, Shenkman Arts Centre, City of Ottawa, and Teacher, Ottawa School of Theatre (Co-Chair)
DOMENIC DILORETO, Patron Services, Shenkman Arts Centre, City of Ottawa (Co-chair)
JENNIFER CAPOGRECO, Area Coordinator, Jump Rope for Heart, Heart and Stroke Foundation
CONNIE COLE, Volunteer Coordinator, Shenkman Arts Centre, City of Ottawa
PHIL DOUCET, House Crew Volunteer, Shenkman Arts Centre, City of Ottawa
VACANT, Stage Crew Volunteer, Shenkman Arts Centre, City of Ottawa
CAROLINE LALONDE, Artistic Coordinator, Mouvement d'Implication Francophone d'Orléans (MIFO)
PIERRETTE WOODS, Creative Resources Crew Volunteer, Shenkman Arts Centre, City of Ottawa

Building and Asset
Development Team

CRAIG DIKKEN, Building Manager, BGIS (Co-chair)
JAHN FAWCETT, Supervisor Production Services, Shenkman Arts Centre, City of Ottawa (Co-chair)
NADINE ARGO, Gallery Coordinator, Ottawa School of Art-Orléans Campus
MARIELLA MONTREUIL, Artistic Project Manager, Mouvement d'Implication Francophone d'Orléans (MIFO)
SETH GERRY, Production Manager, Great Canadian Theatre Company (GCTC)
SEAN FREILL, Chief Production Services, Shenkman Arts Centre, City of Ottawa
JAYNE JONKER, Bookings Coordinator, Shenkman Arts Centre, City of Ottawa
KATHI LANGSTON, Artistic Director, Ottawa School of Theatre (CLT)
ROBERT WARREN, New Media Instructor, Shenkman Arts Centre, City of Ottawa (CLT)

People consulted with
underrepresented voices
at the Centre

HOLLY ELLINGWOOD, Resource person for accessibility
SANDRA KONJI, Youth representative, Supervisor at Guest Services, Shenkman Arts Centre, City of Ottawa
CARLING MILLER, Executive Director, KIND Space
LUC OUELETTE, Executive Director, Orléans-Cumberland Community Resource Centre (CLT)
LOUISE PROFEIT-LEBLANC, Indigenous Storyteller/Culture Educator
YASMINA PROVEYER, Manager, MDA Productions (CLT)

15-MONTH PRIORITY ACTIONS

	Q3 2017 (JUL TO SEP)	Q4 2017 (OCT TO DEC)	Q1 2018 (JAN TO MAR)	Q2 2018 (APR TO JUN)	Q3 2018 (JUL TO SEP)
BUILDING AND ASSET DEVELOPMENT					
BUILDING SIGNAGE	<p>Exterior Signage - Install new loading zone signs.</p> <p>Interior Signage - Outline interior directional signage project. Consider information gathered by Volunteer Team.</p>		<p>Exterior Signage - Research new parking signs.</p> <p>Interior Signage - Design interior signage project.</p>		<p>Exterior Signage - Install new parking signs.</p> <p>Interior Signage - Install interior signage.</p>
ACCESS TO THE BUILDING	<p>Crosswalk - Advocate for pedestrian crosswalk.</p>	<p>Crosswalk - Consult with Traffic Management on location and design.</p>		<p>Crosswalk - Install pedestrian crosswalk.</p>	
INCREASE TRAFFIC		<p>Café - Research possibilities.</p>		<p>Café - Pilot.</p>	<p>Café - Pilot and evaluate.</p>
IMPROVE SEATING CAPACITY	<p>Harold Shenkman Hall - Identify funding sources for feasibility study.</p>			<p>Harold Shenkman Hall - Apply for funding for feasibility study.</p>	
RENTAL RATES	<p>Theatre Rental Rates - Review recommendations with Community Leadership Team and develop approval plan.</p>	<p>Theatre Rental Rates - Ensure any approved changes are part of the City's Budget process.</p>	<p>Theatre Rental Rates - Implement new rental rates.</p>		
OUTDOOR PLACES		<p>Festivals - Review feedback from summer festivals and develop a workplan accordingly.</p>			
PROGRAMMING AND COMMUNITY PARTNERSHIPS					
ARTIST DEVELOPMENT	<p>Artist In Residence - Finalize program and budget based on findings, consult with SAC partners and committees. Create timeline for applying for funding and sponsors.</p>	<p>Artist In Residence - Confirm possible funding agencies/sponsors. Connect with funding officers. Meet with Marketing Team to discuss soliciting sponsors. Put dates on hold for 2018-2019.</p>	<p>Artist In Residence - Apply to funding/sponsors for support of program. Develop call to artists, communications and distribution strategy to artists.</p>	<p>Artist In Residence - Apply to funding/sponsors for support of program. Develop call to artists, communications and distribution strategy to artists.</p>	<p>Artist In Residence - Call to artists is released and selection process underway.</p>
CREATING AMBIENCE	<p>Little Free Book Library - Confirm and recruit volunteers; Briefing with volunteers to manage housekeeping of library and donations of books; Call for books; Signage completed; Installation of library with signage; Communication initiatives to get the word out; Gather feedback on pilot project.</p>	<p>Little Free Book Library - Compile feedback; Discuss feedback and develop a plan for expansion.</p>	<p>Little Free Book Library - Identify funds; Develop call to artists to build a series of artistic libraries.</p>	<p>Little Free Book Library - Send call to artists; Select the finalists; Artists develop library.</p>	<p>Little Free Book Library - Installation of the new artistic libraries across the SAC; Continue gathering feedback.</p>
CUSTOMER/CLIENT EXPERIENCE	<p>Building Customer/Client Relations - Upgrade the survey based on the Team's comments and the best practice research in similar venues.</p>	<p>Building Customer/Client Relations - Upgrade the survey based on the Team's comments and the best practice research in similar venues.</p>	<p>Building Customer/Client Relations - Contact regular clients and former clients to gather feedback on SAC services.</p>	<p>Building Customer/Client Relations - Contact regular clients and former clients to gather feedback on SAC services.</p>	<p>Building Customer/Client Relations - Research and target new clients to rent the spaces.</p>
OUTREACH	<p>Older Adult Program - Live performances and workshops.</p> <p>Summer Series - Live performances every Thursday, July to Sept. targeted to summer campers and neighbour (collaboration underway with Volunteer and Building Teams)</p>	<p>Older Adult Program - Live performances, workshops and professional development.</p> <p>Summer Series - Evaluation.</p>	<p>Older Adult Program - Final report and new funding request.</p> <p>Summer Series - Confirm funding.</p>	<p>Summer Series - Select and hire artists. Begin promotion.</p>	<p>Summer Series - Expand publicity to wider community. Programming underway.</p>
		<p>Diversity Team Findings - Develop programming strategy from recommendations.</p>			

15-MONTH PRIORITY ACTIONS

	Q3 2017 (JUL TO SEP)	Q4 2017 (OCT TO DEC)	Q1 2018 (JAN TO MAR)	Q2 2018 (APR TO JUN)	Q3 2018 (JUL TO SEP)
MARKETING AND AUDIENCE DEVELOPMENT					
TARGET AUDIENCE DEMOGRAPHICS -	Audience Research - Identify and confirm resources.	Audience Research - Share data amongst internal partners. Establish data parameters and sharing/privacy agreement. Establish platform.	Audience Research - Data management.	Audience Research - Establish parameters for analyzing the data.	Audience Research - Share data results.
MODEL FOR PROMOTION	Resident Partner Contracts - Best practice research.	Resident Partner Contracts - Review and analyze existing contracts.	Resident Partner Contracts - Draft new language, review and feedback.	Resident Partner Contracts - Changes implemented, legal vetting and approvals.	
OUTREACH	Kiosks - Research opportunities available in community or that internal partners are already connected with.	Kiosks - Scheduling with Volunteer Team and ensuring promotional materials/signage available.	Kiosks - Implementation	Kiosks - Implementation	Kiosks - Evaluation
VOLUNTEER ENGAGEMENT					
VOLUNTEER RECRUITMENT	Current volunteers - Engage volunteers who have self identified interest in assisting with Strategic Plan initiatives. Develop schedule for front door volunteers.	Current volunteers - Evaluate process and success of engagement.			
		Waiting List Volunteers - Survey.	Waiting List Volunteers - Gather interests/experience.	Waiting List Volunteers - Engage volunteers who have self identified interest in assisting with Strategic Plan initiatives.	
OUTREACH	Ambassador Program - Complete information manual. Create Insurance Waiver template to allow volunteers to work alternate roles/offsite. Investigate reward system. Develop procedure for scheduling. Establish protocols for supervision and briefings.	Ambassador Program - Investigate potential outreach opportunities for Ambassadors. Work with Marketing and Building Team to organize moveable kiosk.	Ambassador Program - Create training curriculum.	Ambassador Program - Start recruitment. Offer Training.	Ambassador Program - Send Ambassadors out.
GOVERNANCE					
BUDGET	Harold Shenkman Hall - Identify funding sources for feasibility study.		Exterior Signage - Identify funds to support Town Centre signage. Summer Series - Identify funds for artist fees. Little Free Book Library - Identify funds for artist fees.	Interior Signage - Identify funds.	
ADVOCACY	Crosswalk - Advocate with BIA and OCCRC for pedestrian crosswalk.	Theatre Rental Rates - Advocate for any recommended rate changes within the City's Budget process.			
HUMAN RESOURCES	Interior Signage - Identify a designer.	Café - Identify support for research.	Artist In Residence - Identify support to write grant, prepare sponsorship package, and call to artists. Ambassador Program - Identify support for sales training.	Café - Determine human resource model. Harold Shenkman Hall - Apply for funding for feasibility study.	Summer Series - Identify communications support. Building Customer/Client Relations - Identify communications support to invite new clients for a tour.