

Year plan for Shenkman Theatres



2025-2030 Strategic plan



BHAROLD - SHENKM

HALL

Introduction

The Recreation, Cultural and Facility Services (RCFS) department operates two theatre facilities: Meridian Theatres @ Centrepointe (MTAC) and Shenkman Arts Centre (SAC). In 2023, the City of Ottawa identified a need for the municipal theatres to update strategic priorities and establish clear operational direction.

The SAC opened in Orleans in 2009 and operates in partnership between the City of Ottawa and the Orleans Town Centre Partnership (OTCP). Within the SAC, the City of Ottawa operates two theatres: a performing arts hall (500-seat Harold Shenkman Hall) and a studio theatre (162-seat Richcraft Theatre).

The following strategic plan is intended to provide direction for the SAC's two stages and their performances. This strategy does not reflect the direction or priorities of the SAC wider facility or its resident art partners.

Objectives of the strategic plan

- 1. Community, Key Partner and Municipal priorities for SAC are clearly defined.
- 2. Staff and volunteers feel supported, valued, and confident in their roles.
- 3. SAC theatres operate with clear intention and direction.

Methodology and engagement

A Theatres Strategy project steering committee was established to undertake the strategic planning process. The steering committee was comprised of staff and management from the Community Recreation, Culture and Sport Services area.

In-depth engagement was conducted with the general public, SAC theatre staff, and key partners.

Engagement Key Facts:

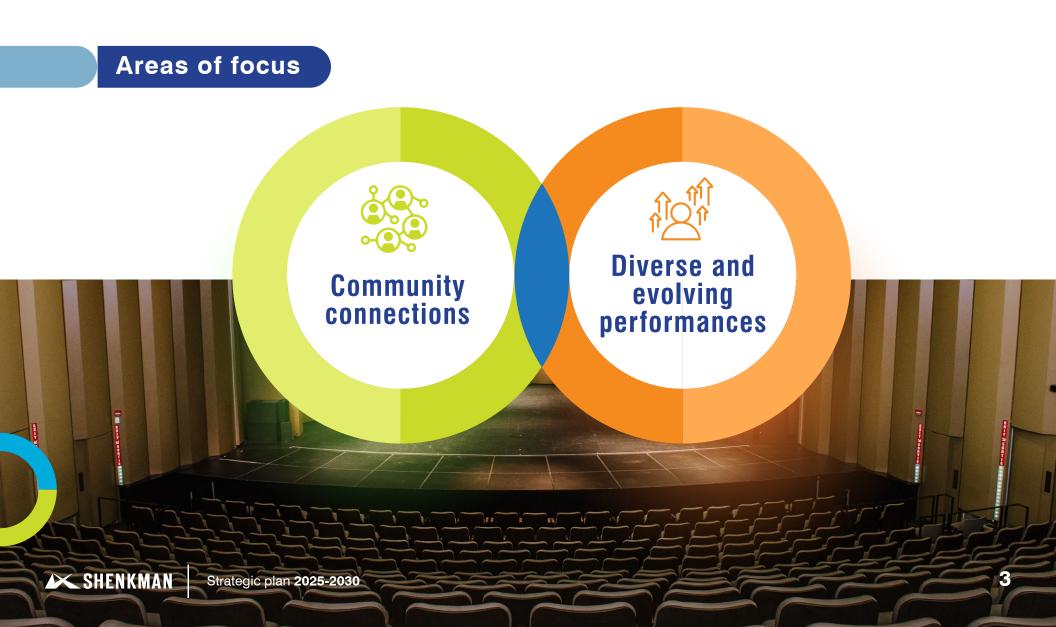
300 survey responses were received. 71 French | 229 English

39 respondents attended three consultation sessions (one in-person, two virtual).



Mandate

To provide a hub for creative expression that supports Ottawa's cultural and economic vitality.





Community connections

Strategic Objective 1

Increase partnerships with the local community

Desired Results by 2030

- Attract new ticketholders from local community through partnerships
- Stronger connection with local community organizations

Performance Indicators

Increased tickets distributed for Shenkman Arts Centre Presents performances annually

Increased number of community groups accessing the Shenkman Arts Centre Presents series annually





Community connections

Strategic Objective 2

Increase awareness of the Shenkman Arts Centre theatres in Ottawa East

Desired Results by 2030

 Residents in Ottawa East are aware of the Shenkman Arts Centre theatres and their performances

Performance Indicators

Increased residents engaged through communications annually



Les cours d'automne INSCRIVEZ www.ar/Shenkmon.c



Community connections

Strategic Objective 3

Expand volunteer opportunities

Desired Results by 2030

- Volunteers reflect diversity of local community
- Increased development opportunities for volunteers

Performance Indicators

Increased diversity of volunteers annually

Increased number of skill development opportunities for volunteers annually





Diverse and evolving performances

Strategic Objective 4

Increase sustainability of theatres

Desired Results by 2030

- Increased diversity of revenue streams
- Increased external funding to support • new initiatives
- Increased connection between arts ۲ education and professional performance

Performance Indicators

Increased revenue derived from non-ticket revenues annually

Increased initiatives supported by grant funding or sponsorship annually

Increased performances connected to Shenkman Arts Centre's arts education program annually







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Diverse and evolving performances

Strategic Objective 5

Increase diverse programming to reflect the community

Desired Results by 2030

- Increased community engagement
- Programming aligned with the languages, cultures, and interests of the local community

Performance Indicators

Increased diversity of ticketholders annually

Increased performances targeting children/families and youth annually

Increased % of Shenkman Arts Centre annual performances that reflect the francophone community (presented in collaboration with French partners)

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Centre des arts Shenkman 245, Boulevard Centrum Ottawa, ON K1E 0A1 Shenkman Arts Centre 245 Centrum Boulevard Ottawa, ON K1E 0A1