

THE 5 YEAR PLAN



CENTRE DES ARTS
SHENKMAN
ARTS CENTRE

2015-2020
STRATEGIC PLAN



SHENKMAN ARTS CENTRE 2015-2020 STRATEGIC PLAN

Approved on Wednesday, March 11, 2015, in the Music Studio of the Shenkman Arts Centre, by a committee composed of experts who met five times in order to analyze documents and surveys and to agree on the following. The process was facilitated by François Lachapelle, Cultural Developer, Cultural Development and Initiatives

SHENKMAN ARTS CENTRE

2015-2020 STRATEGIC PLAN

BACKGROUND

The *Shenkman Arts Centre* has been a success since it opened in 2009. The Centre is becoming an increasingly popular cultural destination; it now offers more than 1,000 cultural activities a year and welcomes 175,000 individuals annually. Programming is developed jointly by the City of Ottawa and five resident arts partners as well as by a growing number of other organizations that also use the Centre. The Centre is home to two theatres (500 and 150 seats), six art galleries, 17 studios (theatre, pottery, dance, music, visual arts, and new media), two halls and a large outdoor plaza. This beautiful, welcoming, well-equipped building is managed by the City, and its technical facilities are appreciated and enjoyed by both the artists who perform there and the public. It is well maintained, its bilingual customer service is greatly valued.

CONTEXT

The Shenkman Arts Centre is entering its fifth year and with this it is time to pause, reflect, and develop a strategic focus for the next five years. The past few years have afforded us the opportunity to measure, observe, listen, and collect critical data about the community we serve. We know there are always opportunities for more sustainable growth, deeper consultation, collaboration, and partnerships with the community. This will result in better programming and services, increased engagement and enriched client services. This type of collaboration is needed to better define and brand the Centre's needs unique character and offerings. After five years, now is the time to further refine, define, and develop the Shenkman Arts Centre within the creative life of Orléans and the city-at-large.

OBJECTIVES OF THE STRATEGIC PLAN

1. The goals of the Plan should serve the best interests of Ottawa's residents, artists and arts organizations *with a specific focus on Ottawa's east end*;
2. The Plan should consider its role within the development of the Orléans Town Centre;
3. The Plan should aim to redefine and prioritize current key resources, partners and fields of action, while exploring opportunities to develop and expand;
4. The process leading to the articulation of the Plan should include residents, patrons, economic partners, artists and arts organizations from Orléans and the city-at-large including Shenkman Resident Arts Partners.

STRATEGIC PLAN - THE PROCESS

The following Vision, Goals and Objectives of the Shenkman Arts Centre are the result of a meticulous process whose ultimate aim was to be consultative, engaging, clearly defined, empowering and, transparent.

The process was overseen by the Shenkman Arts Centre Strategic Planning Committee which was composed of:

- Honourary Co-Chair:** Bob Monette, Ward 1 Orléans Councillor
Second Co-Chair (ex-officio): Tessie Boretos, Program Manager, Arts Centres
1. Bourbonnais, Patrick. Artistic Director, MIFO
 2. Bouvrette, Anik. Choreographer and Artistic Director, Tara Luz Danse
 3. Evans, Brad. Lawyer, Dust Evans Grandmaître Lawyers
 4. Kwong, Jamie. Executive Director, Orléans Chamber of Commerce
 5. Lachapelle, François (ex-officio). Cultural Developer, Cultural Services
 6. Obeid, Caroline (ex-officio). Artistic Producer and Manager, Shenkman Arts Centre
 7. Olsthoorn, Cassandra. Program Coordinator and Grant Officer, AOE Arts Council
 8. Shellard, Ashley. Visual Artist
 9. Warren, Robert. Lead Game Developer, Magmic Inc.
 10. Singh, Ravi. President, Gharana Arts
 11. Sommervill, Jolynn (ex-officio). Arts Centre Programmer, Shenkman Arts Centre

An in-depth consultation was conducted with the public: 399 participated in an online questionnaire and 60 others took the time to write and send emails. The vast majority of those participants and contributors were occasional or regular users of the Shenkman Arts Centre and other City operated arts centres.

KEY FINDINGS OF THE ONLINE CONSULTATION

1. 82% like Shenkman Arts Centre; 212 people provided 351 reasons
2. 3% do not like Shenkman Arts Centre
3. 15% answered the survey without having been to the Centre more than once
4. 55% are from Orléans; 28% are from other areas of Ottawa; 17% are from outside Ottawa
5. 12% from 13 to 35 years old
6. 40% from 36 to 55 years old
7. 48% are 56 years old or older
8. 25% of the responses are in French

WHY PEOPLE LIKE SHENKMAN ARTS CENTRE:

1. Good and relevant location
2. Building and rooms are pleasant, good and have warmth
3. Good programming
4. Good multidisciplinary approach
5. Good acoustics

WHY PEOPLE DID NOT LIKE SHENKMAN ARTS CENTRE:

1. 8% of respondents felt that CentrepoinTE programming was better

SUGGESTIONS FOR IMPROVING SHENKMAN ARTS CENTRE:

1. More and better promotion
2. Create a more welcoming place
3. More English big name acts
4. Reduce price for tickets and rentals
5. Better branding

WHICH PROGRAMMING ELEMENT PEOPLE LIKED MOST IN RECENT YEARS:

1. Music – in general, Rock/Folk/Pop, Classical/Jazz/Blues, Contemporary/Local/Emerging, Country, World
2. Theatre
3. Special Events
4. Comedy
5. Galleries

WHAT PEOPLE WOULD LIKE FUTURE PROGRAMMING TO INCLUDE:

1. Music – in general, Rock/Folk/Pop, Classical/Jazz/Blues, Contemporary/Local/Emerging, as well as Country and World music
2. Theatre and Musicals
3. 'Big name' shows like at Centrepointe Theatres and National Arts Centre
4. More shows for children
5. More courses, free events and special activities
6. Feel the current programming is what they are looking for.

To develop a truly shared Plan, a total of 34 group working sessions were conducted at different stages of the development of the Strategic Plan, including with City staff of the Centre (5), all Resident Arts Partners (5), organizations occasionally renting spaces (5), volunteers (2) and commercial owners from the neighbourhood (5). In the middle of the process and with the skeleton of the first draft of the Strategic Plan in hand, a Focus Group convened and provided key recommendations for the improvement of both the Plan itself and the process to come.

VISION STATEMENT FOR 2015-2020

By 2020, the Shenkman Arts 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 the city at large.

GLOBAL GOALS FOR 2015-2020

1. Preserve and strengthen the financial and human resources of the Centre in order to maintain its success.
2. 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.
3. 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.
4. Attract new partners and rental clients to increase the Centre's capacity to participate in the neighbourhood's cultural, artistic, community and commercial life.
5. 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.
6. Improve the Centre's ability to communicate and promote its cultural and artistic programming.

GLOBAL GOALS and OBJECTIVES FOR 2015-2020

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

Objectives

1. Within the financial and human resource capacity of the Centre, allocate more resources to the development of new partnerships and the management of a new inclusive and collaborative governance model.
2. Connect with new artistic and cultural partners to enrich the Centre's governance delivery model, programming and revenue sources.
3. Generate new funds for investment in audience development programming, facility improvements and services for residents.
4. Create a greater collaborative and integrated environment for volunteers and staff.
5. Strengthen existing and develop new partnerships.

2. *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.*

Objectives

1. Update demographic profiles in order to inform the development of programming directions while remaining flexible
 2. Undertake outreach activities to francophone, anglophone, ethno cultural, aboriginal communities, youth, seniors and local artists in order to introduce and attract new clientele, partnerships and programming.
 3. Enhance programming accessibility for people with special needs.
 4. Enrich outdoor and indoor spaces with programming.
 5. Expand incentives to enrich the client experience.
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3. *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.*

Objectives

1. Develop the Terms of Reference for the Shenkman Arts Centre Community Consultative Group and Program Committees
2. Invite citizens to submit their interest to participate.
3. Nominate members of the Shenkman Arts Centre Community Consultative Group and Program Committees.
4. Facilitate meetings of the Shenkman Arts Centre Community Consultative Group and Program Committees.

5. Review, report and improve the collaborative arts service delivery model annually.

SHENKMAN ARTS CENTRE COMMUNITY CONSULTATIVE GROUP

MISSION:

- Ensure the timely implementation of the Shenkman Arts Centre's Strategic Plan.
- Ensure solid liaison with the Shenkman Arts Centre Program Committees.

INCLUSIVE:

- 5 representatives of autonomous arts organizations that rent Shenkman Arts Centre spaces on a full time basis.
- 2 neighbouring business
- 1 BIA representative
- 1 volunteer
- 1 arts instructor
- 2 representatives of autonomous arts organizations that rent Shenkman Arts Centre spaces regularly.
- 1 City of Ottawa Cultural Funding representative
- 1 Shenkman Arts Centre staff

RESPONSIBLE:

The Shenkman Arts Centre Community Consultative Group co-chaired by AOE Arts Council and City of Ottawa staff, has the responsibility to make recommendations to:

- Shenkman Arts Centre Portfolio Manager
- Resident Arts Partners Executive Directors
- Shenkman Arts Centre Program Committee members
- City of Ottawa Cultural Funding representative
- City of Ottawa Arts Centres Program Manager
- The term of each member is three years and could be extended for Resident Arts Partner representatives and Shenkman Arts Centre city staff.
- Committee meets quarterly and develops its own agenda.
- Co-chaired by Caroline Obeid, Artistic Producer and Manager, Shenkman Arts Centre and the Executive Director, AOE.
- Administrative support provided by the City of Ottawa for the first year.

ACCOUNTABLE:

- The Shenkman Arts Centre Community Consultative Group will prepare an annual report for presentation to the Program Manager, Arts Centres which will be shared with all Shenkman Arts Centre users.
- The annual report will include status from each Shenkman Arts Centre Program Committee related to the implementation of the Strategic Plan.
- Members of the Shenkman Arts Centre Community Consultative Group will act cautiously and honestly in the best interest of the Centre and with loyalty to the Community Consultative Group, before, during and after each meeting and in regards to all decisions.

TRANSPARENT:

A specific web page for reporting will be developed to include:

- progress reports on implementation of Strategic Plan,
- progress reports on specific indicators,
- annual reports,

SHENKMAN ARTS CENTRE PROGRAM COMMITTEES

MISSION:

- To plan and implement activities that advance the Strategic Plan goals.
- To provide to its members the opportunity to articulate recommendations to the Shenkman Arts Centre Community Consultative Group.
- To provide to its members a forum to discuss, resolve and decide upon matters common, or not, to the majority of its members.

INCLUSIVE:

- Includes representation for all resident arts partners and regular rental clients.
- Program Committees should include representatives from City of Ottawa staff, Shenkman Arts Centre Community Consultative Group, local organizations, individual artists, resident arts partners, and experts in the field.

RESPONSIBLE:

Shenkman Arts Centre Program Committees:

1. Volunteer Program Committee
 2. Programming and Community Partnerships Program Committee
 3. Communications, Audience Development and Corporate Partnerships Program Committee
 4. Building and Asset Development Program Committee
- The term of each member is three years and could be extended for Resident Arts Partners representatives and Shenkman Arts Centre city's staff.
 - Committee meets quarterly and develops its own agenda.
 - Co-Chaired by one Resident Arts Partner and one City staff.
 - Administrative support provided by the City of Ottawa for the first year.
 - Program Committees decide upon special plans and actions in accordance with the Strategic Plan goals to be followed by its members.

- Program Committees communicate or make recommendations to the Shenkman Arts Centre Community Consultative Group on any requested subject matter.

ACCOUNTABLE:

- The Shenkman Arts Centre Program Committees are accountable to its members and will operate in a manner decided upon by the absolute majority of its members.
- If members of the Shenkman Arts Centre Program Committees cannot reach consensus, the subject will be referred to the Consultative Group.
- Shenkman Arts Centre Program Committees will develop annual plans and objectives for approval by the Shenkman Arts Centre Community Consultative Group.
- Progress reports will be prepared every 4 months.
- Each member of all Shenkman Arts Centre Program committees will act cautiously and honestly for the best interest of the Centre and will be loyal to all decisions of the Program Committee he/she sits on.
- The minutes of meetings will be tabled for information at the following meeting of the Shenkman Arts Centre Community Consultative Group.



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

Objectives

1. Review the Centre's fee schedule, opening hours and space availability to meet the capacity and needs of cultural community organizations.
2. Increase the number of programming partnerships with Francophone, Anglophone, ethno-cultural, Aboriginal communities, youth and local artists and community organizations, as well as fairs, festivals and other major public events.
3. Involve volunteers in the development of a renewed approach for community outreach.
4. Define opportunities for corporate sponsorships to improve resident's access to programming.

5. *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.*

Objectives

1. Upgrade the building's indoor and outdoor signage and lighting to accommodate and highlight diversified cultural and artistic programming.
2. Increase the capacity of the Agora to host artistic, cultural and festive activities year-round.
3. Improve access to the building for commuters, cyclists and automobile drivers.
4. Investigate ways to increase traffic at the Centre during weekdays/daytime.
5. Increase opportunities for improvements to the existing allocation of space and rental policy in order to maximize access for all partners' needs and community use.
6. Assess the capacity and cost of improving Harold Shenkman Hall seating capacity and flexibility: 250, 500 and 750 seats.

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

Objectives

1. Improve residents access to information on Centre offerings internally and externally.
2. Increase the usage of targeted audience information to promote and advertize the Centres offerings.
3. Implement a service delivery model for promotion that benefits the resident arts partners, new partners, community and neighbours at large.
4. Invest in new technology and adapt existing resources to ensure best practices.
5. Expand incentives to increase the client experience.



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