



CENTRE DES ARTS
SHENKMAN
ARTS CENTRE

2015-2020
STRATEGIC PLAN

ANNUAL REPORT
JUNE 2016

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.

GOALS

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.

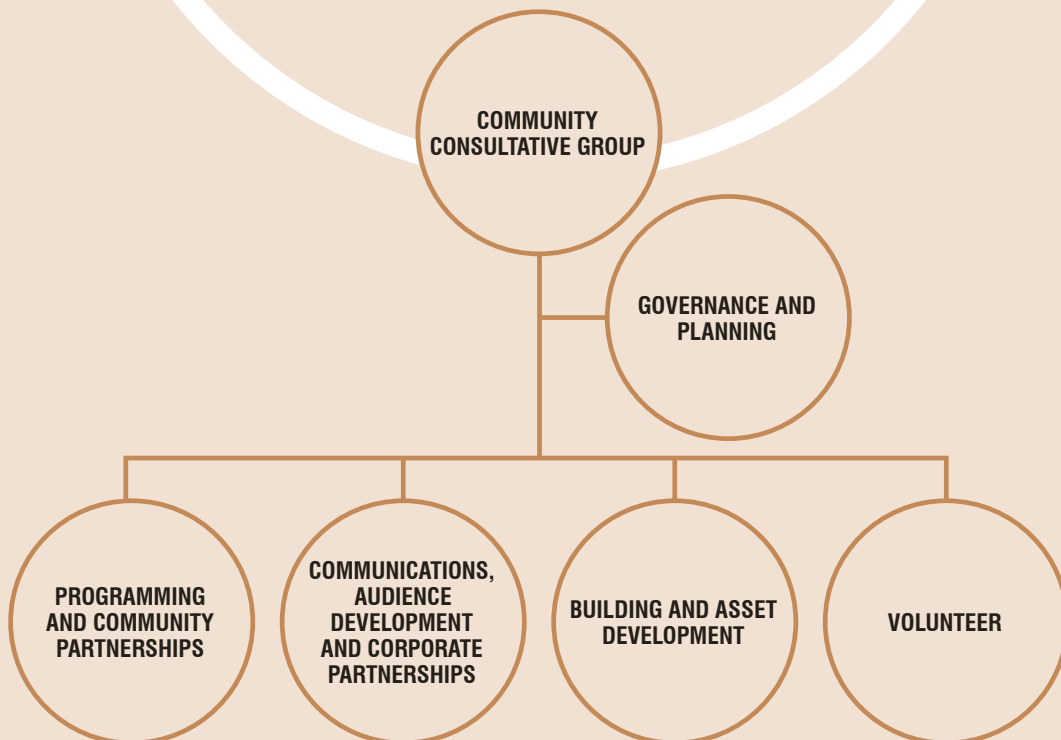
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Improve the Centre's ability to communicate and promote its cultural and artistic programming.



WHO'S BEEN INVOLVED

Over 50 members have been involved since September 2015 in the following Committees and have **volunteered over 550 hours** of their time, as well as their expertise, lending themselves to a diverse voice in support of the Centre.



WHAT WAS ACCOMPLISHED

Since the adoption of the Shenkman Arts Centre's Strategic Plan in March 2015, the Centre has formed the Community Consultative Group and five Program Committees: Governance and Planning; Programming and Community Partnerships; Communications, Audience Development and Corporate Partnerships; Building and Asset Development; and Volunteer.

These Committees were put in place to

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.

Since these Committees were established, they have developed a:

- **Terms of Reference**
- **Code of Conduct**
- **5-year Action Plan**
- **18-month Workplan**

Although the Committees are just getting underway with their official workplans, the Strategic Plan and the connections made during the process did spark many initiatives and new opportunities that are aligned with the Plan's goals.

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.

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.

Established a partnership with St. Peters Catholic High School in 2015 with renewal in 2016 to enable students enrolled in the Musical Theatre program to use professional studio space at the Shenkman Arts Centre for their rehearsals which increases daytime traffic and usage at the Centre and further engages youth in the arts.

Received funding targeted for Older Adult programming and will be delivering a live performing arts series and art workshops in 2016 in partnership with resident arts partners and regular users. This initiative aims to engage low income seniors living independently or in east-end residences in the arts at the Shenkman Arts Centre.

Submitted an application to Celebration Canada in partnership with MDA Productions for a multicultural festival at the Shenkman Arts Centre, however was not successful. Continuing to look at other funding opportunities.

Developing expanded partnered programming for Fête Frissons - Winterlude in Orléans, in celebration of Canada's 150th anniversary.

Hosting documentary film screenings about Ottawa in collaboration with One World Arts in celebration of Canada's 150th anniversary if funding application is successful.

Developing a partnership with the Ottawa Music Industry Coalition (OMIC) to offer music residencies to local emerging musicians.

Developing a partnership with Science & Tech Museum to deliver Science, Technology, Engineering, Arts and Mathematics (S.T.E.A.M) programming at the Shenkman Arts Centre.

Actively exploring Art and Mental Health programming at the Centre in collaboration with the Orléans-Cumberland Community Resource Centre.

GOAL

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

Launching a new and improved website, e-marketing and analytics tools for the Shenkman Arts Centre, going live by November 2016

Negotiated new City assets for Shenkman Arts Centre promotions

Negotiating an Environics contract for analytics project

Reorganized City resources to support analytics and marketing needs from the Strategic Plan

Successful outreach to Carleton University for students to assist and support the marketing requirements from the Strategic Plan

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.

Developed a draft proposal for outdoor festival and event infrastructure for Centrum Boulevard in connection to the Orléans BIA streetscaping plans. Starting survey of festival and event organizers in Ottawa East

Have begun to research and build connections across City of Ottawa Planning and Infrastructure Portfolio

Completed directional signage for backstage (phase 1) and improved Ottawa School of Art directional signage.

Developing better access through the East entrance beside Guest Services with signage and outdoor seating.

GOAL

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

Received approval to establish a Capital Renewal Fund to commence January 1, 2017. An industry-standard ticketing surcharge for raising additional revenues for the ongoing needs for theatre equipment replacement, upgrades to front of house and backstage, and theatre system improvements.

Starting to recognize ways that the Centre's volunteers can be engaged beyond the current program – i.e. gallery security, assisting with partner programs/activities/projects. Starting a skills survey of current and waitlisted volunteers (200+).

COMMITTEE MEMBERS

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

Community Consultative Group (CCG)

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
PATRICK BOURBONNAIS, Artistic Director, MIFO
JASMINE BROWN, Executive Director, Heart of Orléans Business Improvement Area
LAURA CYR, Portfolio Manager, Cultural Funding, City of Ottawa
NADIA DESROCHERS, Communications and Operations Coordinator, Tara Luz Danse
JACQUIE EMBLETON, Shenkman Arts Centre Stage Crew Volunteer
ALEXIS HEBERT, Associate Lawyer, Dust Evans Grandmaitre
KATHI LANGSTON, Artistic Director, OYP Theatre School
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
ROSEMARY SWAN, Artistic Director, Gloucester Pottery School
ROBERT WARREN, Shenkman Arts Centre New Media Instructor
LIANNE ZITZELSBERGER, Co-Owner, St Martha's Brasserie

Governance and Planning Committee

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, OYP Theatre School (CCG)
MÉLANIE OUIMET-SARAZIN, Administration Officer, Ottawa School of Art - Orléans Campus (CCG)
ROBERT WARREN, Shenkman Arts Centre New Media Instructor (CCG)

Communications, Audience Development and Corporate Partnerships Program Committee

JOËLLE DROUIN, Director of Marketing and Communications, MIFO (Co-chair)
BARB BRUNZELL, Portfolio Manager, Audience and Partnership Development, Arts Centres, City of Ottawa (Co-chair)
JASMINE BROWN, Executive Director, Heart of Orléans Business Improvement Area (CCG)
MARC CARRIÈRE, Graphics and Communications Assistant, Shenkman Arts Centre, City of Ottawa
CRISTIANE DOHERTY, Director of Communications, AOE Arts Council
CHANTAL DUCHARME, Program Analyst, Shenkman Arts Centre, City of Ottawa
MENA GAINSPAULSINGH, Director, International Fundraising Consultancy (Canada) Corporation
ALEXIS HEBERT, Associate Lawyer, Dust Evans Grandmaitre
ERIN MACDONALD, Board Member, OYP Theatre School
JEFF STELLICK, Executive Director, Ottawa School of Art
LIANNE ZITZELSBERGER, Co-Owner, St Martha's Brasserie (CCG)

Programming and
Community Partnerships
Program Committee

SYLVIE- ANNE GROULX, Director of Artistic Programming, 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 (CCG)
SARAH CONN, Rentals Coordinator, Shenkman Arts Centre, City of Ottawa
NADIA DESROCHERS, Operations Coordinator, Tara Luz Danse (CCG)
JULIEN LALONDE, Cultural Animator, Conseil des écoles catholiques de l'Est ontarien
KATHI LANGSTON, Artistic Director, OYP Theatre School (CCG)
MARTIN LAPORTE and CINDY VACHON, Cultural Animator,
Conseil des écoles catholiques du centre
BERNARD LEGER, Musical Theatre Director, St. Peter's High School
CASSANDRA OLSTHOORN, Program Manager, AOE Arts Council
YASMINA PROVEYER, Manager, MDA Productions
KAELI RAMOTAR, Dance instructor, Shenkman Arts Centre, City of Ottawa
KAREN SCOTT-GAGNÉ, Audience and Partnership Development,
Shenkman Arts Centre, City of Ottawa
MIKE TAYLOR, Programmer, Shenkman Arts Centre, City of Ottawa
ROGER WILSON, Independent film artist and City of Ottawa instructor

Volunteer Program
Committee

VIRGINIE THOUROUDE, House Crew Volunteer, Shenkman Arts Centre (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
JACQUIE EMBLETON, Stage Crew Volunteer, Shenkman Arts Centre (CCG)
GABRIELLE MARCOTTE, Coordinator of Artistic Programming, MIFO
PIERRETTE WOODS, Creative Resources Crew Volunteer, Shenkman Arts Centre

Building and
Asset Development
Program Committee

CRAIG DIKKEN, Building Manager, BGIS (Co-chair)
JAHN FAWCETT, Production Services, Shenkman Arts Centre,
City of Ottawa (Co-chair)
NADINE ARGO, Gallery Coordinator, Ottawa School of Art-Orléans Campus
PATRICK BOURBONNAIS, Artistic Director, MIFO (CCG)
MIKE DAMATO, Director of Production Operations, National Arts Centre
SEAN FREILL, Chief Production Services, Shenkman Arts Centre, City of Ottawa
JAYNE JONKER, Bookings Coordinator, Shenkman Arts Centre, City of Ottawa
KARINE LEVESQUE, Office Manager, OYP Theatre School
ROBERT WARREN, Shenkman Arts Centre New Media Instructor (CCG)



PRIORITY ACTIONS

18-MONTH PRIORITY ACTIONS

	Q3 2016 (JUL TO SEP)	Q4 2016 (OCT TO DEC)	Q1 2017 (JAN TO MAR)	Q2 2017 (APR TO JUN)	Q3 2017 (JULY TO SEP)
ARTIST DEVELOPMENT	Artist in Residence – Research best practices	Artist in Residence – Continue research of best practices and start to research funding and sponsorship	Artist in Residence – Continue research and build list of funding and sponsorship possibilities. Start contacting grant officers for info.	Artist in Residence – Design program and budget	Artist in Residence – Apply for funding or sponsorship
		Gap Programming Opportunities – Identify opportunities and assets for exchange. Develop process.			Gap Programming Opportunities – Call to Artists
CUSTOMER/CLIENT EXPERIENCE			Building Customer/Client Relations – Research best practices. Survey un-returning clients.	Building Customer/Client Relations – Analyze, resolve and put into practice solutions for retention	
		Creating Ambience – Research inclusion of a Free Library, Music in lobbies, Food trucks.		Creating Ambience – Implementation of a Free Library, Music in lobbies, Food trucks.	
OUTREACH		Seniors – Targeted live performances and workshops	Family – Fete Frissons Ottawa 2017 edition		
	Audience Development – Workman Arts: Arts and Mental Health. Expression of interest, assessment process.	Audience Development – Workman Arts: Arts and Mental Health. Await selection of pilot sites.	Audience Development – Workman Arts: Arts and Mental Health. If selected, signing of MOU, joint application to OTF.		Audience Development – Workman Arts: Arts and Mental Health. Phase 2. One World Arts Screening; Youth Coffee House
		Travelling Kiosk – Research, develop and build a moveable kiosk.		Travelling Kiosk – Have a moveable kiosk ready to showcase at events in 2017.	
TARGET AUDIENCE DEMOGRAPHICS	Audience Research – Identify and confirm resources. Needs assessment & establish research framework	Audience Research – Discovery Phase: Marketing & internal communications.	Audience Research – Discovery Phase: Marketing & internal communications. Info hosting and sharing. Platform and process presentation	Audience Research – Data management	Audience Research – Launch and run platform: Phase One
MODEL FOR PROMOTION	Resident Partner Contracts – Best practice research	Resident Partner Contracts – Review and analyze existing contracts	Resident Partner Contracts – Draft new language, review & feedback	Resident Partner Contracts – Changes implemented, legal vetting & approvals	
BUILDING UPGRADES	Internal Signage – Base Survey	Internal Signage – Begin Design. Get quotes. Complete Google Sketch-up Project	Internal Signage – Identify Funding		Internal Signage – Finalize Design
	Exterior Signage – Site Shake-up of East Public Entrance			Exterior Signage - New Loading Zone and Parking exterior signs	
INCREASE TRAFFIC	Café – Analyze ability to open bar for regular, weekly hours	Café – Try opening bar during regular, weekly hours and track sales			
IMPROVE SEATING CAPACITY					Harold Shenkman Hall – Identify funding sources for a feasibility study
SPACE ALLOCATION		Resident Partner Needs - Identify priority projects and space options			
RENTAL RATES				Rate Scan – Share the results of a scan of similar facilities in Ontario and Ottawa.	
OUTDOOR PLACES	Centrum Infrastructure for Events – Complete a survey of event organizers in Ottawa East				
VOLUNTEER RECRUITMENT	Survey – Identify needs from Committees	Survey – Send out survey to current volunteers	Survey – Gather and analyze survey results. Communicate back to Committees	Survey – Send out survey to waiting list volunteers	