



CENTRE DES ARTS  
**SHENKMAN**  
ARTS CENTRE

2015-2020  
**STRATEGIC PLAN**

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**ANNUAL REPORT**  
2015-2016  
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 the city at large.

# ACCOMPLISHMENTS

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

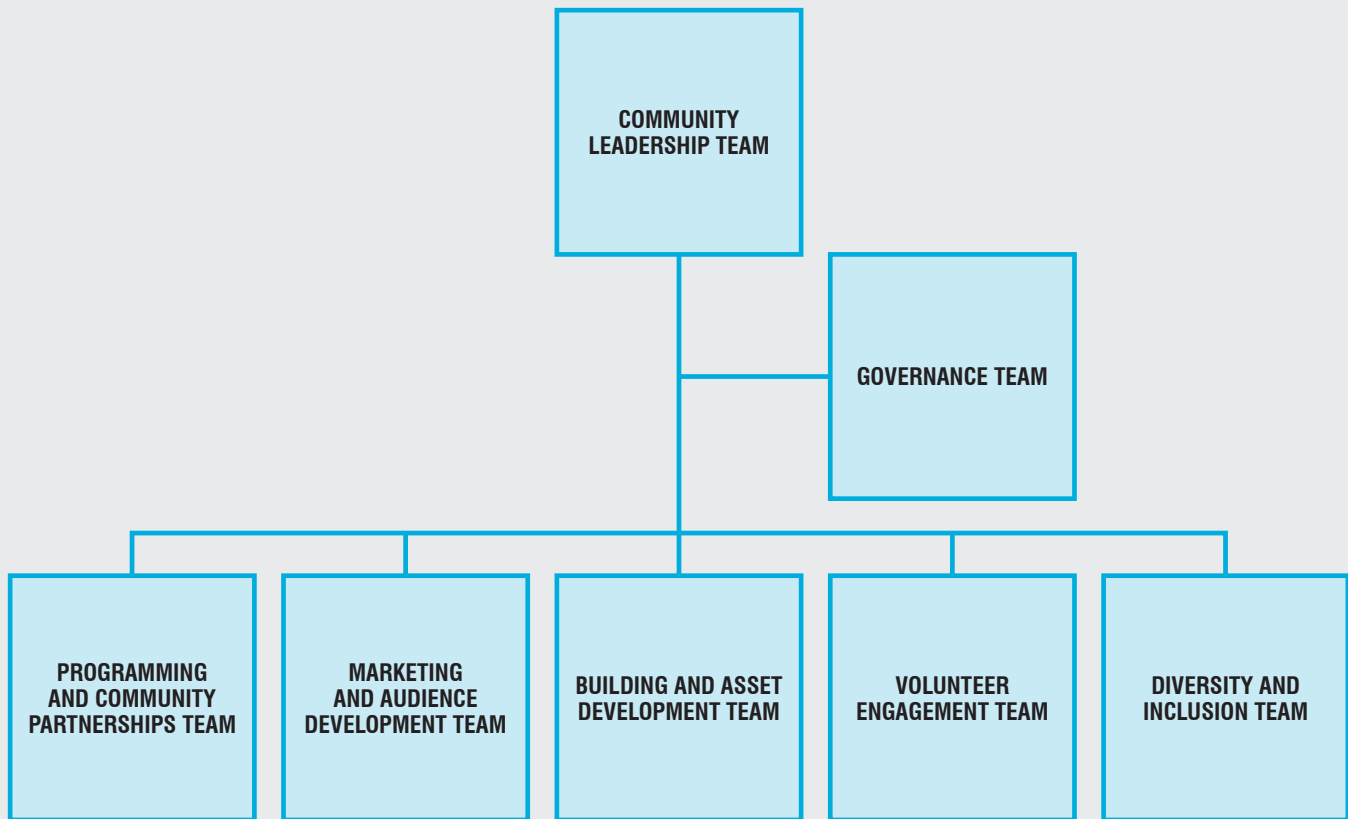
- Governance;
- Programming and Community Partnerships;
- Marketing and Audience Development;
- Building and Asset Development;
- Volunteer Engagement; and
- Diversity and Inclusion

The teams have been working together for the past 12 months to deliver on the goals of the Centre's strategic plan.



# WHO'S BEEN INVOLVED

**45 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.



In response to the Plan's goals, here is what was accomplished in year 3 of our 5 year plan:

**GOAL**

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

- Heart of Orléans BIA provided sponsorship for the 2018 Summer Series supporting 8 diverse artists performing for over 800 campers throughout the summer.
- CP Business Solutions provided sponsorship for the design and creation of the SAC Kiosk that was used throughout the summer.
- Volunteers were engaged with the planning of events, artist research, and outreach.
- Volunteer Intake/Request form was circulated to staff and arts partners to encourage new volunteer opportunities.

**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.

- Over 600 seniors attended 6 live-performances, 12 visual art, pottery and dance workshops and one professional development workshop in the fall 2017. Succeeded in reaching out to more eastern Ontario communities and Francophone clients.
- Launched the mini-book library including readings by authors-illustrators from the Algonquin Kitigan Zibi community (Jay Odjick) and Métis artist (Jaime Morse) during Fête Frissons 2018.
- Summer series 2018, sponsored by the Heart of Orléans BIA, offered an 8-week series of performances from culturally diverse communities: Japanese and West African drumming, Bollywood dance, Capoeira dance and music, and Hoop dance.
- Launched and delivered a six-part culinary series in partnership with The Cultural Kitchen from Sept 2017 to May 2018. Over 70 students participated in learning cuisine from different nations.

**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.

- Agreement with Kids Up Front to distribute free tickets to youth in-need through 55 child-serving agencies.
- Partnership with Orléans Pride Festival to provide event space at the Centre.
- Volunteers participated in outreach events during the summer 2018 in the new SAC Kiosk sponsored by CP Business Solutions.

## 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.

- Continue to support outdoor festivals through review of site plans, sound concerns, and SEAT meetings.
- Installed new loading zone signs and signage around east public entrance. Refresh of interior signage in progress.
- Pedestrian Crosswalk installed Spring 2018. Resulted in accessible sidewalk access.
- Researched options for a café. Decided not to move forward.
- Designed and implemented a new set-up up for our Older Adult Program. The result makes it easier for people using walkers or wheelchairs and those accompanying them, to move around the Lower Lobby space.

## GOAL

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

- Completed audience analysis for Shenkman Arts Centre Presents and MIFO shows. Completed a neighborhood study. Preparing a registrant analysis report for instructional programming.
- Promotional holiday campaign for Shenkman Arts Centre Presents at Place d'Orléans November/December 2017.
- Continue to complete the website project.

# 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  
**ANNE GUTKNECHT**, Artistic Director, Mouvement d'Implication Francophone d'Orléans (MIFO)  
**JASMINE BROWN**, Executive Director, Heart of Orléans Business Improvement Area  
**CAROLINE MATT**, Portfolio Manager, Cultural Funding, City of Ottawa  
**JULIEN LEVESQUE**, Communications and Operations Coordinator, Tara Luz Danse  
**NATASHA MUDRINIC**, Stage Crew Volunteer, Shenkman Arts Centre, City of Ottawa  
**ALEXIS HEBERT**, Associate Lawyer, Grandmaitre Virgo Evans  
**KATHI LANGSTON**, Artistic Director, Ottawa School of Theatre  
**QAMAR MASOOD**, President, Multicultural Association of Orléans  
**LUC OUELETTE**, Executive Director, Orléans-Cumberland Community Resource Centre  
**MÉLANIE OUIMET-SARAZIN**, Administration Officer, Ottawa School of Art - Orléans Campus  
**CATHERINE PRIESTMAN**, President of CP Business Solutions  
**YASMINA PROVEYER**, Manager, MDA Productions  
**ROSEMARY SWAN**, Artistic Director, Gloucester Pottery School  
**RAVINDER TUMBER**, Owner, Host of India; Board Member of Orléans Chamber of Commerce  
**ROBERT WARREN**, New Media Instructor, Shenkman Arts Centre, City of Ottawa

## 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 Area (CLT)  
**ALEXIS HEBERT**, Associate Lawyer, Grandmaitre Virgo Evans (CLT)  
**NINA CAMILLERI**, Marketing and Events Coordinator, Ottawa School of Art  
**CATHERINE PRIESTMAN**, President of CP Business Solutions (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)  
**JULIEN LEVESQUE**, 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  
**DIANE BINETTE**, Customer Services Clerk, 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)  
**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  
**ÉMILIE BRUNET**, 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)  
**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)

## Diversity and Inclusion Team

**CORINNE DAVISON**, (Co-Chair)  
**CAROLINE OBEID**, Artistic Producer and Manager, Shenkman Arts Centre, City of Ottawa (Co-chair)  
**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)  
**VACANT**, Indigenous  
**YASMINA PROVEYER**, Manager, MDA Productions (CLT)  
**ANNE GUTKNECHT**, Artistic Director, Mouvement d'Implication Francophone d'Orléans (MIFO)



## WHAT DOES SUCCESS LOOK LIKE IN 2020:

STRONG PARTNERSHIPS	INCLUSIVE COMMUNITY	INFORMED AND ENGAGED COMMUNITY	INNOVATIVE AND VARIED PROGRAMMING	WELCOMING, EFFICIENT AND ACCESSIBLE BUILDING	STRONGER FINANCIAL AND HUMAN RESOURCES
<p><b>Clear agreements with resident arts partners for cross-promotion.</b></p>	<p><b>Better understanding of inclusion and diversity -</b> Provide training for staff/ volunteers/ stakeholders.</p>	<p><b>Showcased the richness and diversity of the Centre -</b> Produce a podcast series (low cost), and video (higher cost) to promote our services and the people who work, volunteer and deliver programming at SAC. Listening stations would be available at the mini-libraries around the Centre and housed on the website.</p>	<p><b>Artist-In-Residence program -</b> Continue with planning and launch of artist-in-residency program. Prioritize outreach to diverse communities and groups in collaboration with diversity committee.</p>	<p><b>Improved tool for communication throughout building -</b> Install speakers on Agora that are connected to an updated lobby sound system.</p>	<p><b>Ongoing annual financing for open house event -</b> Submit application to Celebrate Ontario for 10th Anniversary.</p>
	<p><b>Greater diversity representation in leadership -</b> Aim to have 30% of the CLT Team from underrepresented communities = 5 people. Add Indigenous and Youth members.</p>	<p><b>Increased distribution -</b> Utilize volunteers to create a list of local businesses that agree to posting SAC promotional materials. With distribution list in place, engage volunteers to do the distribution on a monthly basis.</p>	<p><b>3 Mini-Libraries installed with monthly programming and listening stations -</b> Set up mini-libraries on 3rd floor and in front of AOE. Include monthly artist demos and space for podcast "listening stations".</p>	<p><b>Increase usage in Theatres -</b> Establish a new rate schedule for Harold Shenkman Hall with a capacity of 250 seats. Establish a new rate schedule for Richcraft Theatre with flexible seating during 2 months of the year (February and October).</p>	<p><b>Establish a volunteer Ambassador program -</b> To assist with outreach where volunteers can research, plan and implement outreach activities. Establish a new training program to support this new volunteer team.</p>
	<p><b>Diverse front-line -</b> Establish mechanisms to diversify hiring of new volunteers.</p>	<p><b>Increased visibility and reach through kiosk -</b> Have an information table/kiosk at every Shenkman Arts Centre Presents shows. Hand out information, encourage people to buy a Front and Centre Membership, promote shows and activities in the Centre. Offer a value-added activity.</p>	<p><b>Annual Open House -</b> Launch Open House at 10th Anniversary and continue annually or biannually.</p>	<p><b>Improved signage -</b> Complete an interior signage refresh. Install a new, illuminated, exterior sign at the corner of Centrum Blvd and Brisebois.</p>	<p><b>ARTicipate Fund will reach \$5M by 2019 (10th Anniversary) -</b> Curtain Call campaign ongoing with naming opportunities, seat sale and donations.</p>
	<p><b>Redefined inclusivity/diversity profile of the Centre to make more people feel more welcome here -</b> Increase social media presence with '#shenkmanartsDiversity' through rental clients and partner organizations or dedicated diversity members.</p>	<p><b>Engaged in process to define strategic direction to 2025 -</b> Determine process and develop strategic plan for next 5 years.</p>		<p><b>Redefined inclusivity/diversity profile of the Centre –</b> To make more people feel more welcome here – Flying flags.</p>	
		<p><b>Comprehensive marketing plan for the Centre</b></p>			
		<p><b>Completion of Shenkman Arts Centre website</b></p>			



**PRIORITY  
ACTIONS**

