



MANITOBA
CENTENNIAL CENTRE
CORPORATION

2015 STRATEGIC PLAN 2020

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Message from the CEO

Since 1967 the Manitoba Centennial Centre Corporation has played a supporting role in the preservation and delivery of world class performances staged in the venues that comprise the Centennial Centre. Our corporation is involved in many art forms ranging from movie and television production, live theatrical and concert performances, displaying historic exhibits and facility support for a variety of arts organizations.

As an active participant in the arts, cultural and heritage industry we have been given a unique opportunity to pursue our mandate as a commercial crown corporation to pursue objectives with a social conscience respective of the needs of our province and an opportunity to generate earned revenues that can be reinvested in the industry.

With a dedicated staff, support from our Board of Directors and the Department of Tourism, Culture, Heritage, Sport and Consumer Protection, I am pleased to present the 2015-2020 strategic plan for the Centennial Centre Corporation.

This plan focuses on six key directives that were identified through a consultative process that included our employees, our Board of Directors and many internal and external constituents. It is an aggressive plan that will re-define the corporation's capacity to support the arts, culture and heritage industry and ensure our 50 years of accumulated experience will be leveraged to its fullest potential.

The six Strategic Directions driving this plan are:

Strengthening the Corporate Profile

Engaging Employees

Building Relationships

Creating Shared Services

Growth

Renewing the Centennial Concert Hall and Manitoba Production Centre

I look forward to implementing this plan and working with our employees, Board of Directors and the Department of Tourism, Culture, Heritage, Sport and Consumer Protection to accomplish our objectives.

Robert Olson
Chief Executive Officer



Introduction

Following a comprehensive strategic planning process which involved the Manitoba Centennial Centre Corporation's (MCCC) Board of Directors, our employees and key organizational stakeholders, MCCC has compiled a report summarizing key outcomes and the final strategic plan. Included in this document are the following:

- MCCC's strategic plan;
- A description of the strategic planning process to provide context to the reader;
- A brief corporate history; and
- A list of past chairs and executives.



Mission

The Mission describes the reason the organization exists.

“Manitoba Centennial Centre Corporation is an effective and responsible steward of physical, human, financial and technological resources to advance arts, culture and heritage for the benefit of all Manitobans.”

Vision

The Vision describes what the organization aspires to become.

“The MCCC is a principal resource and partner supporting a vibrant and sustainable arts, cultural, and heritage community in Manitoba. As an active and collaborative organization, we operate and provide state of the art facilities, supports, and services that enhance industry and audience experience.”

Values

The values define the organization’s corporate culture.

- Respect – honouring the cultural diversity of our population
- Collaboration – working together for the benefit of all
- Integrity – being true to our commitments
- Accountability – accepting responsibility
- Transparency – doing business in an honest, visible and open manner
- Inclusiveness – communicating effectively to include all relevant parties
- Sustainability – minimizing environmental impact and being socially responsible
- Innovation – researching and analyzing new and creative ways of supporting our community



Strategic Directions

The Manitoba Centennial Centre Corporation identified six Strategic Directions that describe the momentum the Corporation is pursuing. The Goals describe tangible outcomes of the momentum created. Goals will be achieved over the strategic planning timeframe and as such, new Goals may be added.

Strategic Directions	Goals
Strengthening the Corporate Profile	<ul style="list-style-type: none">• Strong value proposition that is clearly understood
Engaging Employees	<ul style="list-style-type: none">• Committed energized, informed, skilled workforce• Strong recruitment and retention• Improved internal communication
Building Relationships	<ul style="list-style-type: none">• Collaboration with resident tenants, resident companies, government and partners• New partnerships
Creating Shared Services	<ul style="list-style-type: none">• Shared services for resident tenants, resident companies and partners• Leveraging internal expertise to provide consulting services to support organizations in the arts, culture and heritage sectors across the province
Growth	<ul style="list-style-type: none">• Long term acquisition plan• Long term capital plan• Parking solutions• Optimize utilization of existing buildings• Alternative concert hall revenue models
Renewing the Centennial Concert Hall and Manitoba Production Centre	<ul style="list-style-type: none">• Flexible venue• Improved audience experience• Keeping it relevant to users



Strategic Directions

① Strengthening the Corporate Profile

Develop a strong value proposition that is clearly understood by internal and external stakeholders and promote awareness of MCCC.

Key Areas of Focus:

- Develop a corporate marketing plan
- Strategically promote the Manitoba Centennial Centre Corporation and the capacity of the Centennial Concert Hall
- Develop a Centennial Centre Master Plan
- Recognize and celebrate the 50th anniversary of the Centennial Concert Hall and the Planetarium through a series of events



Strategic Directions

② Engaging Employees

Attract, develop and retain a committed, energized, informed and skilled workforce is critical to MCCC's success.

Key Areas of Focus:

Committed, energized, informed and skilled workforce:

- Identify value proposition for employees
- Developing corporate values
 - Develop staff rewards and recognition programs
 - Create new training and staff development strategy
 - Create database to inventory employee skills, training and education
 - Activate Staff Wellness Committee
 - Create a succession planning strategy for key positions
 - Develop strategies to include Front of House employees in all activities where possible
- Review and revise performance management process

Strong recruitment and retention:

- Create best practices for onboarding and orientation of new hires
- Ensure recruiting practices identify best possible candidates
- Evaluate employee benefits and compensation
- Evaluate and streamline human resource policies and practices
- Implement on-line pay slips

Improved internal communication:

- Roll out the strategic plan
- Implement Labour Management Committee
- Create online confidential suggestion box
- Identify strategies for employees to learn more about MCCC's business
- Make communication skills a core competency for managers

An organization chart that supports the strategic plan:

- Organizational review



Strategic Directions

③ Building Relationships

Increase collaboration with resident tenants, resident companies, government and partners.

Key Areas of Focus:

Collaboration with existing resident tenants, companies, government and partners:

- Semi-annual meetings with resident tenants companies/government and partners
- Develop on-line linkage through respective websites

New partnerships:

- Develop relationship with promoters to co-promote productions
- Collaborate with Tourism Winnipeg and Travel Manitoba
- Partner with resident companies and tenants to build private and public sector investment opportunities for the Centennial Centre



Strategic Directions

④ Creating Shared Services

Create a shared services model for resident tenants, companies and partners by leveraging MCCC's internal expertise to provide consulting services to support organizations in the arts, culture and heritage sectors across the province.

Key Areas of Focus:

- Direct delivery
- Complete analysis of tenant and resident company purchasing contracts
- Select several contracts and work towards joint contracts
- Expand facilities management support to Royal Manitoba Theatre Centre, Artspace, and identify others needing service
- Work with CEOs to ascertain interest/needs in areas of accounting, human resources, payroll, material and facility management
- Based on results of above, create a business plan for the delivery of support services
- Identify potential areas where consulting services can be provided



Strategic Directions

⑤ Growth

Grow MCCC by creating long term acquisition and capital plans; providing parking solutions; optimizing the utilization of the existing buildings in the Centennial Centre and creating alternative Centennial Concert Hall revenue models.

Key Areas of Focus:

Long term acquisition plan:

- Acquire a second stage/theatre
- Replace or expand Manitoba Production Centre

Long term capital plan:

- Maintain existing capital planning process
- Expand the capital plan to 10 years
- Incorporate the MCCC managed sites into the capital plan

Parking Solutions:

- James Avenue Parkade
- Update existing parking sites
- MCCC fleet vehicle for security patrols and patron services

Optimize utilization of existing buildings:

- Create a booking database
- Maximize Centennial Concert Hall utilization

Alternative Centennial Concert Hall revenue models:

- Restaurant development
- Centennial Concert Hall development
- Co-promote events
- Presenting events
- Rental rate model to reflect changes in market



Strategic Directions

⑥ Renewing the Centennial Concert Hall and Manitoba Production Centre

Create flexible and relevant venues to improve the audience experience.

Key Areas of Focus:

Flexible venue:

- Restore in-house food service capacity
- Host new events, weddings and receptions, conferences

Improved audience experience:

- Washroom expansion
- Valet parking
- Seat replacement
- Centre aisle
- Lobby lighting
- Exterior lighting/animating exterior
- Bar and concession service enhancements

Keeping it relevant to users:

- New sound system
- Stage lighting
- Fly system replacement
- Technological improvements



Operations Plan

An operations plan has been developed in conjunction with the Strategic Plan. Details of the first twelve months of the strategic planning period have been developed with MCCC's Executive Team.

Each successive year has also been mapped out with succinct plans developed in advance of the coming year. The operation plan is a fluid document that will be reviewed and updated annually.

An internal working document, the operations plan is available for general review.



Context and Process

The Board of Directors of the Manitoba Centennial Centre Corporation, having hired a new Chief Executive Officer in 2012, supported the development of a new five year Strategic Plan to succeed the previous plan developed in 2008.

The new plan focuses on renewed engagement of the corporation in matters critical to the on-going success of arts, culture and heritage organizations in Manitoba. Having stabilized the fiscal circumstances that prominently concerned the Board in 2001, the Directors have endorsed a plan that emphasizes the engagement and growth of the corporation on matters related to the infrastructure and administrative needs of the arts, culture and heritage industry in this province.

The mandate of the MCCC Act as of June 2005, stipulates the corporation will:

- a)** manage the operations of the Centennial Concert Hall and its related services;
- b)** maintain and develop the buildings and property within the Centennial Centre;
- c)** provide property management services for organizations within the Centennial Centre, at the request of those organizations;
- d)** with the Minister's approval, develop and maintain buildings and property and provide property management services, outside the Centennial Centre;
- e)** support culture and the arts in the province for the benefit of all Manitobans; and
- f)** carry out any other functions assigned by the Minister.

This five year plan, effective 2015-2020, will continue to support the on-going operational successes of the Centennial Concert Hall with a renewed focus on increasing earnings, developing and promoting awareness of the Center and upgrading technical capabilities and patron services.



It is also our intent, within the context of this plan and our current mandate, to identify strategic opportunities to which our performing arts management skills can be applied to enhance the physical infrastructure and administrative needs of this industry.

MCCC will also explore opportunities to take advantage of its capacity to support performing arts, cultural and heritage needs outside the boundary of the City of Winnipeg, by offering “in-house” expertise in performance management and infrastructure development.

In 2014, MCCC hired Dr. Ed Bruning, professor with the Asper School of Business, to research current and emerging trends in our industry and conduct a series of facilitated sessions with internal and external stakeholders of the Centennial Centre. Dr. Bruning also referenced the “Finnigan Report” a pre-master plan study, which was commissioned by the resident tenants and companies of the centre in 2011. The report prepared by Dr. Bruning provided the senior management committee with the required context to progress to the second phase of the strategic planning process, developing the plan.

To facilitate and formulate the actual plan, the MCCC engaged Pivot Advisory Services (Pivot) to lead the corporation through one final but critical consultation with the Board of Directors of the corporation and then provided the structure around which the content of the plan can be articulated.

A draft plan developed by the senior leadership team was presented to the Board of Directors for approval in September 2014. A final Strategic and Operational Plan will be completed and released by Spring 2015.



Milestones

	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan/Feb
Proposal	X										Mar 17/14
Contract sent		X									Apr 10/14
Presentation to the Board		X									Apr 16/14
Contract signed		X									Apr 29/14
Presentation of Initial Findings		X									Apr 29/14
Leadership Team Preliminary Meeting			X								May 7/14
Board Retreat			X								May 24/14
Board Approval of the Strategic Planning Document				X	X						Jun/Jul 14
Leadership Team- Action Planning and KPI						X					Aug 8/14
Leadership Team - Action Planning and KPI						X					Aug 13/14
Leadership Team - Action Planning and KPI						X					Aug 18/14
Leadership Team - Action Planning and KPI								X			Oct 16/14
Leadership Team - KPIs									X		Nov 6/14
Rob Olson - Action Planning and KPI									X		Nov 21/14
Rob Olson - Action Planning and KPI										X	Dec 3/14
Final Draft										X	Jan/15
Presentation to the Board of Directors										X	Mar/15
Final Revisions										X	Mar/15
Implementation										X	Apr/15



Corporate History

The Manitoba Centennial Centre commemorates two significant events: the 100 years of the confederation of Canada in 1967 and the Centennial of Manitoba in 1970.

Planning for the Centennial Centre commenced in 1960 under then Premier of Manitoba Duff Roblin.

The Manitoba Centennial Corporation Act was passed on May 6, 1963. The Centennial Corporation was responsible for design, construction and development of the centre. The plan called for the construction of an arts district on a five acre site across from the new Civic Centre as a way to “commemorate Canada’s centenary and initiate a broad scheme of urban renewal in Winnipeg’s Point Douglas Area”. In time it would include a concert hall, museum, planetarium, theatre centre and parkade.

In 1967 The Manitoba Centennial Centre Corporation Act was passed creating a new corporation with authority to operate and conclude outstanding transactions remaining after The Manitoba Centennial Corporation was dissolved on March 31, 1972.

Overseeing the development of the Centennial Center was the first Chairman of the Manitoba Centennial Corporation, Mr. Maitland Steinkopf. Mr. Steinkopf served in this capacity from 1966 – 1970.

Stage 1 of the project included the acquisition of all lands, construction of the Concert Hall and Planetarium and purchasing of furnishings and equipment. It was completed for a cost of \$13,000,000. Funding for the project was provided by the Government of Canada, the Province of Manitoba, the City of Winnipeg and surrounding Municipalities and the Manitoba Centennial Centre Citizens’ Campaign. The Concert Hall and Planetarium were correspondingly opened in March and May of 1968.



Stage 2 of the project included The Manitoba Museum (TMM), Science and Research Centre, land and equipment. TMM was opened by Her Majesty Queen Elizabeth II on July 15, 1970.

In 1968 MTC announced plans for a new, \$2.35 million theatre for Market Avenue at Rorie Street. The Manitoba Centennial Corporation, which oversaw construction of the Concert Hall, Museum and Planetarium complex, provided primary financial support for the construction of MTC. MTC was officially opened by Premier Ed Schreyer on September 30, 1970.

In 1985 the Gault Building at 100 Arthur Street in Winnipeg was acquired by the Manitoba Centennial Centre Corporation and subsequently leased to ARTSPACE INC.

In May 2005 the Centennial Centre Corporation was assigned responsibility for the leasing and maintenance of Manitoba's only purpose built movie and television production studio, The Manitoba Production Centre.

The current Act describes the Centennial Centre as "the arts centre in Winnipeg established by the Manitoba Centennial Corporation as Manitoba's principal memorial to the centennial anniversaries of the Confederation of Canada and the inclusion of Manitoba as a province of Canada."

It is situated on land owned by the Crown in right of Manitoba within the area in the City of Winnipeg bounded as follows:

- 1.** on the west by Main Street,
 - 2.** on the south by the lane south of Market Avenue,
 - 3.** on the east by the Red River,
 - 4.** on the north by Pacific Avenue;
- a)** and includes all of the buildings, structures, walks, gardens and open spaces within that area that pertain to the arts centre; and
- b)** the land, including buildings and structures, commonly known as Artspace and located at 100 Arthur Street, 99 King Street and 240 Bannatyne Avenue in the City of Winnipeg.



Past and Current Board Chair and Corporate Executive of the Centennial and Centennial Centre Corporation:

Chair		Executive	
MB Centennial Corporation			
1966 - 1970	Mr. Maitland Steinkopf		
MB Centennial Centre Corporation			
1967 - 1970	Mr. Maitland Steinkopf	1967 - 1971	Mr. Robert Stewart Mgr Centennial Arts Centre
1971 - 1974	Ms. Mary E. Bayer	1971 - 1974	Mr. John Walton Mgr Centennial Concert Hall
1975 - 1982	Mr. D.R.C. Bedson	1974 - 1989	Mr. Robert (Bob) Goodman Executive Director, MCCC
1982 - 1984	Ms. Thérèse Gobeil-Cameron		
1985 - 1988	Ms. Rubena Sinha		
1989 - 1998	Mr. Julian Benson	1989 - 2001	Mr. John Walton Executive Director, MCCC
1998 - 2000	Chair Vacant Vice-Chair, Ms. Helen Steinkopf		
2000 - 2014	Dr. Keith Hildahl	2001 - 2012	Mr. Robert (Bob) Sochasky Chief Executive Officer
		2012 - present	Mr. Robert Olson Chief Executive Officer
2014 - present	Ms. Angela Mathieson		