



MANITOBA
CENTENNIAL CENTRE
CORPORATION

2023 Strategic Plan 2026

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Introduction

The impact of the COVID-19 pandemic stunted the Manitoba Centennial Centre Corporation's (MCCC) capacity to generate earned revenue from live performances. This placed a serious financial and employee burden on the MCCC in the past three years. The actions required during the pandemic were not considered in the previous five year plan but were necessary at the time. On a positive note, there were goals achieved despite the situation. There were also activities and goals not achieved. The initial step in the development of a new three year plan was to identify the activities that remain from the prior plan and determine if any are required in the new plan. Any relevant outstanding goals are added to the new three year timetable as noted later in the plan. A full list of the strategic directions and goals and their status is in Appendix A.

While the current situation is still impacted by the ripple effects of closures, this plan has adopted two principal elements. First, the time horizon is three years, not five. Second, this plan is bold and focused on growth.

The Centennial Centre is fifty-five years old and there are major facility improvements and upgrades required to restore all facilities. As in many industries technological advancements, competition, and declining operational support have caused MCCC to re-assess its business practices to continue meeting its mandated and contractual obligations. The Centennial Centre is on track to welcome back approximately 850,000 patrons per year. Post pandemic, MCCC needs to improve patron and staff safety and ensure the Centre is accessible to all.

The balance of this plan includes the following sections:

- MCCC three year strategic plan including the major goals
- Outline of the strategic planning process to guide the reader
- Past Chairs and brief corporate history

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. 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, 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 in the City of Winnipeg.

(MCCC operates the *Manitoba Production Centre*, a Film and Television production studio at 1350 Pacific Avenue in the City of Winnipeg.)



Message from the President and CEO

The Manitoba Centennial Centre Corporation (MCCC) has reasserted itself as the governing agency responsible for the operation of the Manitoba Centennial Centre for the Arts. The development of a 5 year Strategic Plan for years 2015-2020, charted a course of self reliance, predicated on the growth of earned revenue to achieve sustained operations.

With the advent of a global pandemic (2020-2022) effectively shuttering the live entertainment industry, MCCC relied on operational reserves and subsequent financial assistance from both the Provincial and Federal governments to withstand the closure of the Centennial Centre during this period.

Given the uncertainty of events post-pandemic, MCCC determined that a more fluent and predictable three year strategic plan should follow the previous five year plan.

MCCC hired TK3 Consulting to lead the research and development of a draft plan. TK3 was instructed to consult with internal and external stakeholders to ensure the ideas and objectives of our primary partners were captured. This information was shared with the Board of Directors at a day long retreat from which the Board and the Senior Management of MCCC developed the Four Pillars of focus going forward:

- Establish and launch the MCCC Foundation.
- Redevelop a state of the art primary facility.
- Develop a comprehensive programming strategy.
- Communicate the MCCC purpose and capabilities to a broader audience.

These four pillars build on the objectives of the previous plan in that they continue to emphasize the need for corporate growth, financially and independently. Over the past ten years, MCCC has had to offset decreases in the annual operating grant received from the Department of Sport, Culture and Heritage, with earned revenue to sustain the historical commitments made to The Manitoba Museum and the three principal Resident Organizations of the Concert Hall. In doing so, MCCC has refined operational costs, maximized established revenue streams, and developed new strategic business units (SBUs) to augment established businesses. Adding to the complexities of our organizational objectives is the competitive environment this Crown Corporation operates within.

In the next three years MCCC plans to establish a new charitable foundation that will support the capital needs of the Centre. The foundation, to some extent, will emulate the charitable status of the originating Manitoba Centennial Corporation which used that lever to raise capital for the development of the Arts Centre.

MCCC will continue to work in partnership with the Asset Management Division Consumer Protection and Government Services to secure the needed capital to reinvest in the Centennial Centre. Long considered a “State of the Art” facility, the Concert Hall has fallen behind comparable performing art centres locally and across Canada. The absence of investment in visual and audio equipment and deteriorating acoustic capabilities of the Concert Hall have created a competitive disadvantage that is influencing decision makers to reconsider staging events at the Concert Hall.

MCCC recognizes the need to develop programs internally. These programs can be tailored to increase revenue through commercial ventures or fill a local need for artistic programming using the Concert Hall and other MCCC amenities to facilitate the contemplated objectives.

Lastly MCCC recognizes a lack of general awareness regarding the mandate of the Corporation and its capabilities. As such there is a disconnect with internal government agencies, external agencies that promote the economic capabilities of the Province and the general public. Creating awareness through a defined campaign and promotion of our Corporation will open opportunities to include, support and reframe MCCC.

Ultimately MCCC is positioning itself as the steward of the Manitoba Centennial Centre for the Arts to reclaim its position as the preeminent centre for the arts in Manitoba.



Robert Olson
Chief Executive Officer



Mission

The Mission describes the reason the organization exists.

“Manitoba Centennial Centre Corporation is responsible for supporting the arts industry by effectively administering, programing, and maintaining the assets of the Manitoba Centennial Centre for the Arts.”

Vision

The Vision describes what the organization aspires to become.

“The MCCC is a responsible steward of the Manitoba Centennial Centre for the Arts. Through effective asset management, MCCC will be a prominent supporter of the arts in Manitoba, leveraging its capabilities as a crown corporation.”

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 community⁴



Strategic Directions

The MCCC planning process resulted in four primary areas of strategic focus for the next three years. These priorities were developed after reviewing the current state of operational results and legislation, assessing completion of previous goals, gathering input from employees and stakeholders, and assessing these collective findings in a Board planning session. The holistic view of the inputs provides the Board and leadership team with confidence that they have collected and analyzed appropriate sources of inputs to enable these priorities to be created.

Each of these strategic initiatives addresses a current challenge requiring a solution or an exciting opportunity to pursue. Within each of these initiatives there are several goals that are included to fulfill the initiative. These are:

Establish and launch the MCCC Foundation	<ul style="list-style-type: none">• Activate the Foundation – develop an operating plan and prioritize projects based on need and business case• Identify priorities for funding to improve facilities and programming• Identify community collaboration projects that will enhance the MCCC as a centre for the arts
Redevelop a state of the art primary facility	<ul style="list-style-type: none">• Prioritize the timing of facility replacement projects• Ensure safety of employees, patrons, and performers during construction• Continue to work collaboratively with resident organizations• Develop a holistic central services plan for all facilities within the MCCC legislated responsibilities• Create a second movie production facility
Develop a comprehensive programming strategy	<ul style="list-style-type: none">• Hire a Programming Manager• Create a proactive plan to target important traveling artists and potential co-production shows to bring them to Winnipeg• Create opportunities for facility usage that is attractive to resident organizations to help increase their revenue and exposure• Proactively work with Indigenous and other cultural organizations to display the MCCC capabilities and partnership opportunities

Communicate the MCCC purpose and capabilities to a broader audience

- Amend the MCCC Act to fully describe the administration and management responsibilities of the organization and clearly define the full scope of the organization that has evolved in practice
- Create a communications strategy to inform key stakeholders and the public about the importance of MCCC to the community and the accessibility of the facility for a range of users
- Develop key messaging that MCCC can use when meeting with new stakeholders to properly inform them of MCCC's operation
- Redevelop the MCCC vision to be aspirational within the context of positioning as the "Manitoba Centennial Centre of the Arts"



Strategic Directions

① Establish and Launch the MCCC Foundation

The MCCC Foundation articles of incorporation are complete. Establishing this Foundation will enable proactive augmentation of funding and to take advantage of opportunities quicker. Success of the Foundation with MCCC improvements will benefit all resident partners and other users of the facilities.

Key Areas of Focus:

Activate the Foundation:

- Develop an operating plan and prioritize projects based on need and business case

Identify funding priorities to improve facilities and programming:

- Create a list of improvement opportunities in all facilities
- Prioritize the opportunities to provide biggest impact
- Link programming and facility opportunities

Identify community collaboration projects that will enhance the MCCC as the centre for the arts:

- Develop awareness of facilities capabilities with community groups
- Conduct proactive events to highlight partnership potential
- Establish regular connections with the cultural organizations that require performance facilities



Strategic Directions

② State of the Art Primary Facility

The entire MCCC complex, and in particular the Centennial Concert Hall (CCH), is over 50 years old. It is time for significant facility upgrades to restore the Hall capacity to meet current professional standards. In addition, there are safety and accessibility concerns that must be fixed on behalf of staff, patrons, and partners. Break/fix and patchwork maintenance is only effective for a period of time. Considering the hundreds of thousands of attendees in the Hall as audience and performers it is commendable that the facility has aged as well as it has. Planning and proceeding with the required upgrades will ensure the entire primary facility (not including other buildings maintained by MCCC) is upgraded to top performance standards.

Key Areas of Focus:

Prioritize the timing of facility replacement projects:

- Identify the facility replacement projects (line array sound system, hire a food and beverage manager, issue RFP to secure a restaurant management agreement, redesign CCH food and beverage point of sales stations, expand CCH public washrooms, etc.)
- Prioritize the list of replacement projects
- Identify the funding sources (especially with the MCCC Foundation)

Ensure safety of employees, patrons, and performers during construction:

- Ensure project planning minimizes performance date disruptions
- Ensure nobody is at physical risk during construction projects
- Collaborate with all groups to communicate construction plans
- Evaluate and streamline human resource policies and practices

Continue to work collaboratively with Resident Organizations (Resident Organizations refers collectively to the Tenants: The Manitoba Museum (TMM), Royal Manitoba Theatre Centre (RMTC) and Artspace; and the Companies: Royal Winnipeg Ballet (RWB), Manitoba Opera (MO) and Winnipeg Symphony Orchestra (WSO):

- Roll out the strategic plan
- Meet quarterly with resident organizations

Develop a holistic central services plan for all facilities within the MCCC legislated responsibilities:

- Develop a central services plan to maximize savings of shared services

Create a second movie production studio:

- Develop business case for second studio
- Identify priority for this facility within overall facility improvement plan and revenue opportunities



Strategic Directions

③ Focus on MCCC Programming Priorities

In addition to the rental of the Concert Hall, MCCC also collaborates directly with promoters and travelling shows to bring performances to Winnipeg. This area has not had dedicated resources and with a renewed focus on the entire MCCC facility it is also appropriate to review how programming for the entire facility can be improved to generate more revenue and continue to position the MCCC as a venue to perform and with Winnipeg as a city that can support performances.

Key Areas of Focus:

Hire a Marketing and Program Development Officer:

- Quarterly meetings with Resident Tenants, Companies/ Government and Partners
- Develop on-line linkage through respective websites

Create a proactive plan to attract travelling artists and potential co-production shows to bring them to Winnipeg:

- Develop relationships with promoters to co-promote productions
- Collaborate with Tourism Winnipeg and Travel Manitoba to demonstrate economic value of the MCCC
- Partner with Resident Companies and Tenants to build private and public sector investment opportunities for the Centennial Centre

Create opportunities for facility usage that is attractive to Resident Organizations to help increase their revenue and exposure:

- Prioritize facility and operations improvements that enhance the event production quality and overall guest experience
- Based on results of above, create a business plan for the delivery of support services
- Activate the plan with Resident Tenants

Create proactive partnerships with Indigenous and other cultural groups to use MCCC facilities:

- Marketing and Program Development Officer to meet with Indigenous and cultural groups
- Identify opportunities to use MCCC to support programming in its facilities



Strategic Directions

④ Communicating the MCCC Purpose and Capabilities

MCCC is often referred to as just “The Concert Hall.” With a broader mandate and legislated responsibilities there is an opportunity to demonstrate the range of services provided and capabilities to key stakeholders in Manitoba to truly operate as “The Centennial Centre of the Arts..”

Key Areas of Focus:

Amend the MCCC Act to fully describe the administration and management responsibilities of the organization:

- Identify gaps in current legislation
- Propose amendments that reflect current operating state and Centennial Centre for the Arts vision

Create a communications strategy to inform key stakeholders and the public about the importance of MCCC to the community and the accessibility of the facility for a range of users:

- Develop inventory of capabilities
- Identify target audiences to inform of capabilities
- Develop frequency and method of communication messages
- Activate the communications strategy

Develop key messaging that MCCC can use when meeting new stakeholders to properly inform them of MCCC's operations:

- Identify MCCC strengths and differentiating advantages
- Ensure these points are important to stakeholders
- Develop support materials to reinforce these points

Redevelop the MCCC vision to be aspirational and positioned as The Manitoba Centennial Centre for the Arts:

- MCCC leadership to create new aspirational vision with position of Manitoba Centennial Centre for the Arts

Hire a Financial Analyst:

- Develop analytics to inform decisions / decision makers.

Expand the range of stakeholders to involve Indigenous and new Canadians to seek partnership opportunities:

- Identify local groups that conduct public performances
- Proactively meet with potential partners to demonstrate overall capabilities



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.



Strategic Planning Process

The strategic planning process was initiated by the Senior Administration of MCCC to update the previous five year plan and chart the path for the next three years. A deliberate decision to focus on a three year planning horizon results in a higher level of control over activities. Given the recent impact of COVID and resulting ripple effects across many industries and the global supply chain, a shorter planning horizon that is more agile is believed to be best for the organization and all stakeholders.

The Board of Directors of the Manitoba Centennial Centre Corporation supported the development of a new three-year Strategic Plan to succeed the previous plan developed in 2015. The new plan focuses on future opportunities and establishing the MCCC as the administrative authority for the Manitoba Centennial Centre for the Arts.

Post pandemic, senior administrators have developed and endorsed a plan that emphasizes corporate engagement and growth on critical matters related to the infrastructure and the needs of the Arts industry within the MCCC purview.

The steps included in the planning process included:

- Sourcing a consultant to guide the process. MCCC selected Tim Kist, FCMC, Managing Director of TK3 Consulting
- Acceptance of a proposal that included interviews of all key staff or staff groups and resident organizations
- Review of current legislation – Assessed The Crown Corporations Act and The Centennial Centre Corporation Act to confirm key responsibilities and identify opportunities to be pursued
- Environmental scan of current facilities in Winnipeg to gauge opportunities and challenges for performances that want to visit Winnipeg
- Developed a summary report and provided to the Board
- Hosted a Board planning day where the collected material was reviewed, key challenges and opportunities were discussed, and four priorities were identified as most important for MCCC to pursue
- Developing the written plan with a goal to circulate to staff and key stakeholders

Individuals and groups provided comments during interviews willingly and with interest as to use of their input in the planning process. Maintained confidentiality and only providing summary to the Board. While the information gathered during

this phase was important for the planning process to ensure as close to a 360 degree perspective as possible, each person and group knew that there was no guarantee that all comments could be acted upon. The strategic plan will be shared upon completion to maintain a level of trust with staff and partners.

Strategic Issues

The main conclusions from the review of legislation, review of the previous plan, and inputs from the various interviews are summarized below. These points were areas for discussion for the Board planning exercise. The strategic initiative conclusions include:

- **Resource allocation:** The initiatives from the planning session become a mandate for MCCC to prioritize the actions and allocate the appropriate resources to achieve the overall objectives.
- **Partnerships:** There are two important groups (noted in the previous plan as well) that must be properly engaged. The partnership with the Resident Tenants of the Centennial Centre must be refined to improve the relationships and general understanding of MCCC's deliverables. Strengthen the engagement with employees to ensure alignment on service delivery and expectations.
- **Growth (revenue) opportunities:** The previous plan identified new sources of revenue (e.g., restaurant, food and beverage, promotional items) for the Concert Hall and revisiting these is critical – particularly as it relates to live performances. One of the most significant areas of concerns from staff and partners, on behalf of attendees, is the lack of parking. This issue gets exacerbated when there are events at more than one facility on the same night. All revenue opportunities will be assessed to determine where an initial expense can lead to greater future revenue (business cases will be created).
- **Facility upgrades:** Recognition from all sources that the Centennial Centre/Concert Hall requires substantial upgrades as noted above. These must be a priority for the MCCC for its own opportunities and for the resident organizations.

Manitoba Centennial Centre Corporation' Current Mandate:

Under the minister's direction:

- 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.

Conclusion

This three-year plan, effective 2023-2026, will continue to support the on-going operational successes of MCCC with a renewed focus on increasing earnings, developing, and promoting awareness of the Corporation and highlighting the administrative responsibility for the complex entrusted to it. MCCC will continue to collaborate with our partners to renew the infrastructure of the Centennial Centre with a focus on re-establishing the Concert Hall as Manitoba's preeminent performance venue.

Within the context of this plan, MCCC will identify strategic opportunities to leverage our performing arts management skills to enhance the renewal of the Manitoba Centennial Centre for the Arts and support local art organizations including the Resident Organizations of the Centre to advance their objectives within the arts 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 stage performance management, ticketing, and infrastructure development.

Our newly established Centennial Centre Arts Foundation will work to establish awareness of the Manitoba Centennial Centre for the Arts and create charitable funding opportunities to support the operational and capital needs of the centre.



Past and Current Board Chairs 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 Manager Centennial Arts Centre
1971 - 1974	Ms. Mary E. Bayer	1971 - 1974	Mr. John Walton Manager Centennial Concert Hall
1975 - 1982	Mr. D.R.C. Bedson	1974 - 1989	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 MCCC
		2012 - present	Mr. Robert Olson President & CEO MCCC
2014 - 2017	Ms. Angela Mathieson		
2017 – present	Mr. Karl Loepp		



Appendix A: Completion Assessment of 2015/2020 Activities

The following table is a summary of all key action steps from the plan and an update as to complete, in progress, remains to be complete.

Activity	Status
<i>Strengthening the Corporate Profile</i>	•
• Develop a corporate marketing plan	Incomplete
• Strategically promote the Manitoba Centennial Centre Corporation and the capacity of the Centennial Concert Hall	Complete
• Develop a Centennial Centre Master Plan	Complete
• Recognize and celebrate the 50th anniversary of the Centennial Concert Hall and the Planetarium through a series of events	Complete
<i>Engaging Employees</i>	
• Identify value proposition for employees	
• Developing corporate values	Complete
• Develop staff rewards and recognition programs	Complete
• Create new training and staff development strategy	Offered as Required
• Create database to inventory employee skills, training, and education	Incomplete
• Activate Staff Wellness Committee	Incomplete
• Create a succession planning strategy for key positions	Incomplete
• Develop strategies to include Front of House employees in all activities where possible	Complete
• Review and revise performance management process	In progress
• Create best practices for onboarding and orientation of new hires	In progress
• Ensure recruiting practices identify best possible candidates	In progress
• Evaluate employee benefits and compensation	Incomplete
• Evaluate and streamline human resource policies and practices	Ongoing
• Implement on-line pay slips	Complete
• Roll out the strategic plan	Complete
• Implement Labour Management Committee	Complete
• Create online confidential suggestion box	Complete
• Identify strategies for employees to learn more about MCCC's business	Incomplete
• Make communication skills a core competency for managers	Ongoing
• Organizational review	Ongoing
<i>Building Relationships</i>	
• Semi-annual meetings with resident tenants companies/government and partners	Complete (Ongoing)
• Develop on-line linkage through respective websites	Partially complete
• Develop relationship with promoters to co-promote productions	Complete

<ul style="list-style-type: none"> Collaborate with Tourism Winnipeg and Travel Manitoba 	Incomplete
<ul style="list-style-type: none"> Partner with resident companies and tenants to build private and public sector investment opportunities for the Centennial Centre 	Ongoing
Creating Shared Services	
<ul style="list-style-type: none"> Direct delivery 	Incomplete
<ul style="list-style-type: none"> Complete analysis of tenant and resident company purchasing contracts 	Incomplete
<ul style="list-style-type: none"> Select several contracts and work towards joint contracts 	Incomplete
<ul style="list-style-type: none"> Expand facilities management support to Royal Manitoba Theatre Centre, Artspace, and identify others needing service 	Complete
<ul style="list-style-type: none"> Work with CEOs to ascertain interest/needs in areas of accounting, human resources, payroll, material, and facility management 	Complete
<ul style="list-style-type: none"> Based on results of above, create a business plan for the delivery of support services 	Incomplete
<ul style="list-style-type: none"> Identify potential areas where consulting services can be provided 	Complete
Growth	
<ul style="list-style-type: none"> Acquire a second stage/theatre 	Ongoing
<ul style="list-style-type: none"> Replace or expand Manitoba Production Centre 	Ongoing
<ul style="list-style-type: none"> Maintain existing capital planning process 	Complete
<ul style="list-style-type: none"> Expand the capital plan to 10 years 	Not Required
<ul style="list-style-type: none"> Incorporate the MCCC managed sites into the capital plan 	Complete
<ul style="list-style-type: none"> James Avenue Parkade or Rupert Avenue 	Ongoing
<ul style="list-style-type: none"> Update existing parking sites 	Ongoing
<ul style="list-style-type: none"> MCCC fleet vehicle for security patrols and patron services 	Complete
<ul style="list-style-type: none"> Create a booking database 	Complete
<ul style="list-style-type: none"> Maximize Centennial Concert Hall utilization 	Ongoing
<ul style="list-style-type: none"> Restaurant development 	Ongoing
<ul style="list-style-type: none"> Centennial Concert Hall development 	Ongoing
<ul style="list-style-type: none"> Co-promote events 	Complete
<ul style="list-style-type: none"> Presenting events 	Complete
<ul style="list-style-type: none"> Rental rate model to reflect changes in market 	Complete
Renewing the Centennial Concert Hall and Manitoba Production Centre	
<ul style="list-style-type: none"> Restore in-house food service capacity 	Ongoing
<ul style="list-style-type: none"> Host new events, weddings and receptions, conferences 	Complete
<ul style="list-style-type: none"> Washroom expansion 	Ongoing
<ul style="list-style-type: none"> Valet parking 	No longer Required
<ul style="list-style-type: none"> Seat replacement 	Ongoing
<ul style="list-style-type: none"> Centre aisle 	Ongoing
<ul style="list-style-type: none"> Lobby lighting 	Ongoing
<ul style="list-style-type: none"> Exterior lighting/animating exterior 	No Longer Pursuing
<ul style="list-style-type: none"> Bar and concession service enhancements 	Incomplete
<ul style="list-style-type: none"> New sound system 	Incomplete
<ul style="list-style-type: none"> Stage lighting 	Partially
<ul style="list-style-type: none"> Fly system replacement 	Partially
<ul style="list-style-type: none"> Technological improvements 	Partially