



# STAGeworks

Connecting The  
Canadian Live  
Performance  
Community

## Stageworks

The monthly electronic newsletter for members of the Canadian Institute for Theatre Technology / Institut canadien des technologies scénographiques.

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### CITT/ICTS

National Office/Bureau national  
340-207 Bank St.  
Ottawa ON K2P 2N2  
T: 613-482-1165  
F: 613-482-1212  
citt@citt.org  
www.citt.org

**Collaborator:** Al Cushing  
**Revision:** Danielle Leclerc  
**Editor:** Monique Corbeil  
**Layout:** Philippe Provencher

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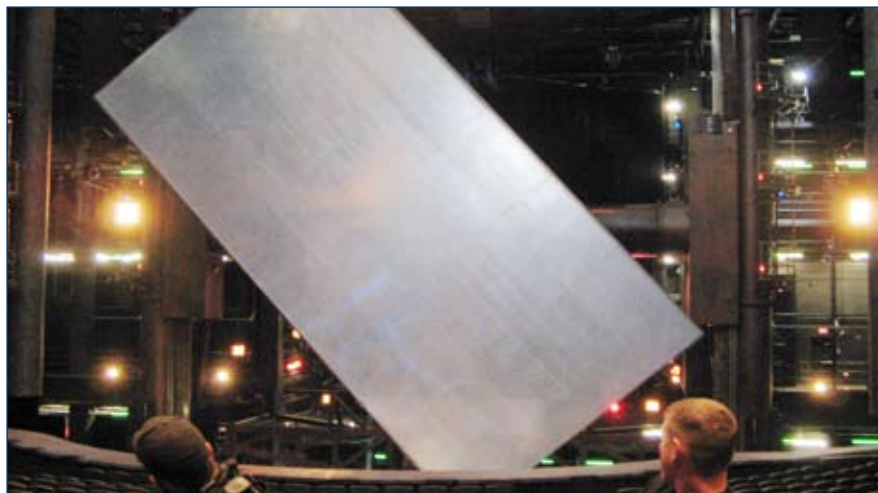
For advertising rates and submitting ad material, please contact the National Office at 613-482-1165 or [citt@citt.org](mailto:citt@citt.org)

Opinions expressed are those of the individuals writing and are not necessarily endorsed by CITT/ICTS. Please verify with your local authorities before applying any of the information presented.

## News from the National Office

**ON THE ROAD – Montréal,  
Thursday October 26, 6:00 am**

I'm sitting at the Montréal Airport terminal, waiting for a Toronto flight that will take me to Samia (Ontario) for yet another presenters' contact event. Two weeks earlier, I was attending Alberta Showcase 2006 in Red Deer. Having visited Calgary, Banff and the Rockies, I was looking forward to discovering a bit more of Alberta's distinctive landscapes. Driving from the airport to Red Deer, the desert-like open fields layout before me didn't disappoint me. But the unexpected patches of fog, so common in the region, caught me off guard. Held at the chic Capri Convention Centre, Alberta Showcase is the Arts Touring Alliance of Alberta (ATAA) annual conference; a 4-day event featuring workshops, meetings, an AGM, a contact room and, of course, artist showcases. Lots of them...



Upon my arrival, I went directly to the Memorial Centre, home of the Centre Alberta Theatre, where Don Waddle, Technical Services Coordinator at Horizon Stage Performing Arts Centre in Spruce Grove, accompanied by fellow colleagues Matthew Gault and Megan Lindmark, was giving a hands-on technical workshop to presenters. The workshop, third part of a trilogy that started a couple of years ago, aimed at demystifying the technical aspects of stage productions, and was targeted for presenters mostly from rural and community theatres with minimal or no technical knowledge. The previous workshops focused mainly on understanding the technical jargon and identifying stage equipments. This year, the participants were in for a real treat. Not only did they get to set up the stage, light and sound equipment for the event's first dance and theatre showcase soirée, but the participants actually got to operate the light and sound boards, and manage the show backstage. The workshop was a complete success and the result truly stunning, considering that they had barely 4 hours to set it all up!

## Nouvelles du bureau national

**SUR LA ROUTE – Montréal,  
jeudi, 26 octobre, 6 heures... du matin**

Assise dans la salle d'attente, à l'aéroport de Montréal, j'attends le vol pour Toronto qui me mènera à Samia (Ontario) où j'assisterai à autre conférence pour les diffuseurs. Deux semaines plus tôt, j'assistais au *Alberta Showcase 2006* à Red Deer. Ayant déjà visité Calgary, Banff et les Rocheuses, j'avais hâte de découvrir de nouveaux paysages albertains. En route vers Red Deer, les champs désertiques à perte de vue ne m'ont pas déçue. Par contre, j'ai été surprise par l'épais brouillard, pourtant si commun dans la région. Logé au chic Capri Convention Centre, le *Alberta Showcase* est la conférence annuelle de la *Arts Touring Alliance of Alberta (ATAA)* et comprend quatre jours d'ateliers, de réunions, une assemblée générale, une salle contact et, bien sûr, des vitrines d'artistes. Beaucoup de vitrines...

A view of the rotating "Sand Deck" during a rehearsal at KÀ in Las Vegas - more on page 2

/ Un aperçu de l'immense plate-forme rotative lors d'une répétition de KÀ à Las Vegas – à lire en page 2

À mon arrivée, je me suis dirigée vers le Memorial Centre, résidence du Central Alberta Theatre, où Don Waddle, coordonnateur des services techniques au Horizon Stage Performing Arts Centre à Spruce Grove, accompagné de ses collègues Matthew Gault et Megan Lindmark, animait, pour les diffuseurs, un atelier pratique sur les techniques de scène. Cet atelier, le troisième d'une trilogie qui a débuté il y a quelques années, était axé sur la démystification de l'aspect technique des spectacles et était dédié aux diffuseurs des régions rurales qui n'ont que peu ou aucune expérience technique. Les ateliers précédents portaient principalement sur la compréhension des termes techniques et sur l'identification des équipements de scène. Cette année, les participants ont été particulièrement choyés. Non seulement allaient-ils participer au montage des équipements de scène, d'éclairage et de son pour la première vitrine de spectacles de l'événement, mais ils allaient également opérer les consoles d'éclairage et de son et assurer la régie de scène pendant les extraits. L'atelier fut une réussite complète et le résultat stupéfiant, considérant qu'ils n'avaient que quatre heures pour tout faire!

**CQICTS at LDI**

More than 15 CQICTS members attended LDI in Las Vegas as part of a special group trip organized by Gaétan Pageau, Technical Director of the Salle Dina-Bélanger in Québec City. The group attended workshops and was treated to Cirque du Soleil backstage tours and to a special custom visit, in French, of LDI exhibitors. Social events, shows and sightseeing tours were also included in the package. This was the second edition of "Québec LDI Expedition", an activity supported by the CQICTS and by some of CITT/ICTS corporate members based in Québec.

**CQICTS au LDI**

Une quinzaine de membres du CQICTS se sont rendus au LDI à Las Vegas, lors d'un voyage organisé par Gaétan Pageau, directeur technique de la Salle Dina-Bélanger à Québec. Le groupe a pris part aux ateliers et a eu droit à des visites en coulisses des spectacles du Cirque du Soleil, de même qu'à une tournée en français des exposants du LDI. Des sorties, des spectacles du Cirque et des visites commentées de la ville étaient également offerts au groupe. C'était la deuxième édition de l'Expédition Québec-LDI, une activité soutenue par le CQICTS et par plusieurs membres corporatifs du CITT/ICTS basés au Québec.



Some of the CQICTS members at LDI, from left to right / Quelques-uns des membres du CQICTS au LDI, de gauche à droite: Gaétan Pageau (Salle Dina-Bélanger), Christian Martin (Festival d'été de Québec), Jacques Tanguay (Show Distribution QC), Monique Corbeil (CQICTS) & Steve Gagnon (Show Distribution QC).

**THE CIRQUE EXPERIENCE**

October 2006 might as well be hailed as Cirque Backstage Tour Month! A total of five backstage tours of four of Cirque's shows were organized for CITT/ICTS members in three cities of two countries.

First, the Alberta membership was treated to a tour of DELIRIUM in both Calgary and Edmonton. More than 40 members signed up for those two tours.

Secondly, three exclusive tours were planned for members attending LDI in Las Vegas. Members got a special tour of KÀ on Friday morning, followed by a tour of MYSTÈRE in the afternoon, and finally a tour of O on Saturday afternoon.

From the pit all the way up to the grid, those at the KÀ tour got an

eye's full, including a special demonstration of the 250 000 lbs "Sand Deck" platform that rises 208 feet from the bottom up, and its rotating Gantry crane, truly an engineering accomplishment for any theatre production.

A special invitation, sent out by ESTA earlier in the month, also allowed some members to sit in on a KÀ artistic training rehearsal on Thursday afternoon, as well as to meet some of the production and technical crew to take part in a Q&A session with them, while the stage was being set up for the evening's first show.

We wish to extend a warm Thank you! to Cirque's technical staff for welcoming us to their venues.

**L'EXPÉRIENCE CIRQUE**

Octobre 2006 s'est avéré être le mois des coulisses du Cirque du Soleil! Pas moins de cinq visites des coulisses de quatre spectacles du Cirque, localisés dans trois villes de deux pays, ont été organisées pour les membres du CITT/ICTS.

D'abord, en Alberta, ils ont pu visiter les coulisses de DELIRIUM, à Calgary et à Edmonton – plus de 40 membres ont participé.

Et puis, trois visites ont été organisées exclusivement pour les membres du CITT/ICTS présents à Las Vegas dans le cadre du LDI. Le vendredi matin, les membres ont parcouru les installations de KÀ, en après-midi, celles de MYSTÈRE et, le samedi après-midi, celles du spectacle O.

des coulisses du spectacle. Un des points forts fut une démonstration de la plate-forme capable de s'élever à 63 mètres au-dessus de la fosse, et du bras qui déplace le « Sand Deck » (qui pèse environ 115 000 kg) - véritable exploit d'ingénierie pour une production théâtrale!

Une invitation spéciale de l'ESTA, reçue plus tôt dans le mois, a permis à certains membres d'assister à une répétition d'entraînement artistique de KÀ et de rencontrer quelques membres de l'équipe technique pour une session de questions pendant que le reste de l'équipe préparait le spectacle pour la première représentation de la soirée.

Nous désirons remercier chaleureusement les équipes techniques du Cirque qui nous ont accueillis dans leurs salles pour ces visites.



Cirque's technicians adjusting scenic elements during the preset of KÀ. / Les techniciens de KÀ font les derniers ajustements avant le spectacle.



CITT/ICTS membres visiting DELIRIUM in Calgary. / Des membres dans les coulisses de DELIRIUM à Calgary.



## Special Feature – CITT/ICTS 2006 AWARD RECIPIENT

On August 12 2006, Toronto hosted the 9th Annual CITT/ICTS Award Banquet in recognition of individuals and companies that excel in their field of live performance in Canada. Every month, StageWorks will feature a portrait of this year's CITT/ICTS Annual Awards Recipients.

This month we feature the CITT/ICTS Education Achievement Award recipient. The CITT/ICTS Education Achievement Award is awarded to an individual, in recognition of longstanding career achievement as an educator. This individual engages in the teaching of a technical or related discipline, while preparing students for work within the Canadian live performance industry. **This years recipient is Norberts J. Muncs.**



Norberts Muncs (right) receiving his award from Graham Frampton / Norberts J. Muncs (à gauche) recevant son prix de la part de Graham Frampton

### Norbert J. Muncs

A 1982 graduate of the National Theatre School of Canada, Norberts J. Muncs has worked and continues to work as a Production Manager, Technical Director, Tour Manager, and Lighting Designer. Since 1990, he has been the Production Manager/Technical Director for Ballet Ouest (Montreal), and in 2004, Norberts J. Muncs was elected President of the Quebec centre of the CITT/ICTS: CQICTS. Over the years he has lit the stages of many Montreal theatres including the Saidye Bronfman Centre and Centaur Theatre. His current full-time position at the National Theatre School of Canada (NTS) has helped him to create made to measure programs of study such as the technical Production program. The program's goal is to form creative leaders in the technical and managerial fields of theatre. Graduates of this program go on to active careers in production management, technical direction, stage management, and sound or lighting design. Norberts is also a mentor to many fellow colleagues in the workplace. His ability to transmit his passion for the performing arts transcend into other related milieu, such as the presidency of CQICTS that he overtook in 2004. He has since lead the organization to a higher level of recognition within Québec that will serve future generations of theatre professionals. Norberts is more than a teacher. He is a great human being.

### CITT/ICTS Education Achievement Award Acceptance Speech

Fellow members, Guests, friends,

When I was informed that the CITT/ICTS had chosen me to receive the "Educator of the Year Award", I was deeply moved and quite overwhelmed. I would like to thank the CITT/ICTS and its members for honouring me in this fashion.

From my earliest steps onto the stage, then as a student, now during my ongoing career as a production manager, lighting designer, technical director, educator and most importantly as a husband, father and a human being, I have tried to make a difference.

To be recognized by one's peers for outstanding achievement in any endeavour or field of work, in my perception, means that you have made a difference.

As a student, I was amazed and inspired by many individuals. However, three stand out; Freddie Grimwood, Francis Reid and Chris Brown. I would like to thank them for their ever present support and guidance.

To Perry Schneiderman, thank you for showing me how important it is just to listen and to keep your sense of humour.

During my career, I have met an incredible number of theatre people, who have all permitted me to learn from their experiences, share their ideas and watch how they make a difference. I would like to thank all of them, many of whom are present tonight, for giving me those opportunities and insights.

To my family, Maureen, Sara, Emily, Julia and of course my parents, a great big hug and thank you for putting up with production weeks, late phone calls, all manner of emergencies and most importantly for providing me with a home where I can recharge myself. Oh yeah... I didn't forget girls... thank you to Amber our dog and Spice our cat... and the fish.

To all the students whom I have been lucky enough to meet, who have trusted me with their hopes, dreams, tears and laughter. Who have truly inspired me with their hard work, confidence and vision. Who continue to be unafraid to fall, determined not to fail and allow themselves to be picked up and thrown into the forge again and again. Thank you for forging me into an "Educator of the Year".

Learning is a "two way street". You need a willing student and a willing teacher. Both need to learn from each other in order to fulfil the mandate of growth and exchange of knowledge. Patience is required, because you need to take the time to explain what is new, learn things correctly and allow the new information to simmer. We all live the refrain, "if we only had a little more time".

Repetition is essential, in order to provide opportunities to make mistakes and then take the time to correct them. Rehearsal in French is *répétition*.

Inspiration is a constant need, for without it both sides can fall into complacency and boredom. Inspiration is the reflection of art.

Learning is truly a team effort. Just as any live performance venture. We all share in the responsibility to put on quality productions and events. We all share in the responsibility to provide quality education.

We all here and across the country, professional, non-professional, for profit, not for profit, artist, builder, corporate, free lance, all of us have been and continue to be, students who are learning their craft. We need to continue to find new ways to share our knowledge, resources and inspiration, to help all students young and old to build that "two way street". These actions will be a benefit to all and we, as a team, will be able to make an even bigger difference, not only in our industry, but also in our lives and in the world.

I will leave you with some inspirational thoughts and words that have served me well over the years. Whenever I was faced with, what I thought was an insurmountable problem, Freddie Grimwood would tell me to "DEAL WITH IT!" Chris Brown lives and breathes Yoda's maxim "There is no try...there is do or do not!" Perry Schneiderman would quote me The Marx Brothers' Chico Marx,... "Why a Duck?"... My own, "There are no problems, only questions waiting for solutions."

But the most important one to remember, I believe, comes from Francis Reid; "Theatre is a People Industry!" Everyone repeat together now... THEATRE IS A PEOPLE INDUSTRY!

Thank you and Live Long and Prosper

Norberts J. Muncs  
August 12, 2006

> continued: **News from the National Office**

Al Cushing, CITT/ICTS Treasurer and CITT Alberta Board member, joined me at the CITT/ICTS booth for the following days and, together, we took advantage of every available time to network with existing members and to disseminate information about the organization to potential ones.

Alberta Showcase draws mostly rural and regional presenters throughout the province. In talking with them, I could understand that the reality of these volunteer base organizations in bringing professional shows to their community is quite challenging. Many lack proper performing venues and, in many cases, the basic technical resources, nonetheless they manage to line up an appealing season program intended mostly for a family audience. From one-man-bands, to country singing duos, to small classical ensembles, either traveling alone or with a minimal technical crew, the showcases lineup here tend to relate to the distinctive specificities that rural presenters are faced with, which flares contrast with the more providential venues dispersed throughout the bigger centres of the province.



National Coordinator Monique Corbeil with Treasurer and CITT Alberta Section Board member Al Cushing at the CITT/ICTS booth during Alberta Showcase in Red Deer.

> suite de: **Nouvelles du bureau national**

Al Cushing, trésorier du CITT/ICTS et membre du conseil d'administration de la CITT Alberta Section, est venu me rejoindre au stand du CITT/ICTS et, ensemble, nous en avons profité pour jaser avec les membres et transmettre de l'information sur l'organisme à des membres potentiels.

Alberta Showcase attire surtout les diffuseurs des régions rurales de la province. J'ai vite compris que la réalité de ces organismes, pour la plupart composés de bénévoles, dans leur volonté de diffuser des spectacles professionnels dans leur localité, pose un défi de taille : dans bien des cas, en effet, ils ne disposent pas de lieu de diffusion adéquat ni de ressources techniques appropriées. Malgré tout, ils arrivent à bâtir une saison de spectacles visant surtout la clientèle familiale. Les vitrines proposaient un peu de tout, de l'homme-orchestre au duo de chanteurs country, en passant par les ensembles de musique classique, voyageant seul ou avec une petite équipe de techniciens. Cet échantillonnage correspond bien à la

spécificité distinctive des diffuseurs ruraux, qui contraste énormément avec les salles plus favorisées des grands centres de la province.

I enjoyed my stay in Red Deer as well as attending the event. The more CITT/ICTS learns about regional diversity within the country, the better the organization, both at the section and the national levels, can implement tailored-made initiatives to support the membership.

J'ai apprécié mon séjour à Red Deer et ma participation à l'événement. Plus CITT/ICTS en apprend sur la diversité régionale à travers le pays, plus l'organisme est en mesure de répondre adéquatement aux besoins de ses membres, tant sur plan national que régional.

My Toronto flight is about to leave. Sarnia, here I come!

Mon vol pour Toronto est sur le point de décoller. Sarnia, me voici.

## WELCOME! TO OUR NEW MEMBERS / BIENVENUE À NOS NOUVEAUX MEMBRES !

### STUDENT/ÉTUDIANT

**DANSON-FARADAY Mhiran** Charlottetown PE  
**LENNOX Kim** Calgary AB

### INDIVIDUAL / INDIVIDU

**GIORSETTI Michel** Saint-Léonard QC  
**HOOPER Craig** Simcoe ON  
**MACDUFF Colin** Richmond BC  
**MOXIN John** Calgary AB  
**PARENT Denis** Québec QC  
**TRUCHON Sébastien** Québec QC  
**WAINWRIGHT Brian** Yellowknife NT

### SUSTAINING / CORPORATIF

**CDC FX Inc.**  
a/s Iannick Ferron Vice-président  
480 Lemoyne Beloeil QC J3G 2B9  
T: 514-571-5543  
[www.cdctx.com](http://www.cdctx.com)

## UPCOMING EVENTS / ÉVÉNEMENTS À VENIR

### NOVEMBER / NOVEMBRE

**The 19<sup>th</sup> Annual CAPACOA Conference**  
**November 3-6 2006**  
Saint John, New Brunswick  
[www.capacoa.ca/conference/index.html](http://www.capacoa.ca/conference/index.html)

**CITT Alberta Section AGM**  
**November 5 2006**  
November 5 2006 10h - 18h  
Mount Royal College  
Calgary, Alberta

**Introduction to VectorWorks**  
November 20 2006  
Toronto, Ontario  
[www.resolve.ca/training/toronto2.html](http://www.resolve.ca/training/toronto2.html)

### VectorWorks Fundamentals

November 21-22 2006  
Toronto, Ontario  
[www.resolve.ca/training/toronto2.html](http://www.resolve.ca/training/toronto2.html)

### FEBRUARY / FÉVRIER 2007

**La Bourse RIDEAU**  
**10-15 février 2007**  
Québec, Québec  
<http://www.rideau-inc.qc.ca/html/BourseRideau/Home.htm>

### MARCH / MARS 2007

**USITT Annual Conference and Stage Expo**  
**March 16-19 2007**  
Phoenix, Arizona USA  
[www.usitt.org](http://www.usitt.org)

**Pacific Contact**  
**March 30 - April 3**  
Burnaby, British Columbia  
[www.bctouring.org](http://www.bctouring.org)

**APRIL / AVRIL 2007**  
**EN COULISSE**  
**5-6 avril 2007**  
Montréal, Québec  
[www.encoulisse.com](http://www.encoulisse.com)

# NEWS FROM THE NATIONAL BOARD

Al Cushing, Treasurer

## National Board Election

Elections brought back familiar faces and new ones on the National Board:

- President / Président **Bob Johnston**
- Vice-President – Internal / Vice-président interne **John McArthur**
- Vice-President - External / Vice-président externe **Ron Morissette**
- Vice-President - Corporate / Vice-président corporatif **Roger Lantz**
- Treasurer / Trésorier **Al Cushing**
- Secretary / Secrétaire - **Blair Morris**
- Past President / Président sortant - **Graham Frampton**

Directors at Large / Administrateurs

- **Pasquale A Cornacchia**
- **Aidan Cosgrave**
- **Liza Tognazzini**
- **Gerry van Hezewyk**

Section Representatives / Représentants des Sections

- Alberta **Adam Mitchell**
- British Columbia / Colombie-Britannique **Mark Stevens**
- Ontario **Aimee Frost**
- Québec **Eric Mongerson**

## National Board meetings

The National Board met twice during the annual conference in Toronto last August. The retiring board met on Thursday afternoon to approve changes to the bylaws and to approve the audited financial statements. The Bylaw changes, which will be published on our web site once they have been accepted by Federal regulators, consisted primarily of house keeping issues. The only substantial change was the restructuring of the National Board that reduced the number of Vice-Presidents from three to one and eliminated the Section Representatives. These changes, approved by the membership, were made to streamline the Board and

increase functionality and will be fully implemented in 2007/2008. To ensure continued regional representation the section chairs will be non-voting members of the Board.

## Standing Committees

Four Standing Committees were established to take on the tasks previously handled by members of the executive. These committees, chaired by a Board member will require and allow greater involvement of the membership. They are:

## Member Relations

Chair: John McArthur  
 Brian Collins  
 Paul Forbes  
 Roger Lantz  
 Liza Tognazzini

This committee will assist the National Office Coordinator with member relations; will develop and execute strategies for membership growth and will, with the Finance Committee, establish membership rates. They will also explore opportunities for additional member services such as group insurance and discount auto rental.

## Finance Committee

Chair: Al Cushing  
 Aidan Cosgrave  
*A director at large*  
*A member*

This committee will develop the annual budget and provide oversight of the finances of the institute. They will also assist the National Office Coordinator with grant, sponsorship and funding proposals.

## Board Development

Chair: Graham Frampton  
 Gerry van Hezewyk  
 Eric Mongerson  
*A member*



**The new Board of Directors, from left to right / Le nouveau conseil d'administration, de gauche à droite**

*Standing/Debouts: John McArthur, Liza Tognazzini, Al Cushing, Graham Frampton, Eric Mongerson, Aimee Frost, Aidan Cosgrave, Gerry van Hezewyk, Bob Johnston.*  
*Sitting / Assis: Mark Steven, Blair Morris, Ron Morissette.*  
*Missing/Absents: Pasquale Cornacchia, Roger Lantz, Adam Mitchell.*

This committee will oversee Board nominations, OISTAT nominations and lead the ongoing development of the Board.

## Programming and Communications

Chair: Blair Morris  
 Ron Morissette  
 Aimee Frost  
 Mark Stevens  
 Don Parman  
*A member*

This Committee will oversee the annual Rendez-vous; and will develop, with the National Office Coordinator, a long term communications and marketing plan. They are also challenged to develop other national programming initiatives. This Committee will support Section Development and Programmes.

The Institute finished the year with a modest surplus. The Board has recommended that, at mid-year when cash flow projections for 06/07 are stable, that a portion (\$21,000) of the surplus be invested in short

and midterm instruments such as T-Bills. The audited financial statements included previous year adjustments to take into consideration a rationalization of the chart of accounts undertaken by the Treasurer and the National Office Coordinator during 2005/06.

The National Coordinator will continue to look for ways in which liability and Director's Liability insurance can be purchased to protect not only the national board but also the Section Boards.

At the Monday meeting of the new Board the 2006-2010 business plan was reviewed and accepted. This vision for our next four years will be posted on the web site and is published in this issue of e-Stageworks. It states that:

***The overall goal of CITT/ICTS over the next four years is to improve services to members and to encourage substantial growth in membership.***

The Board feels that an increase in membership and in membership services is essential if we are to continue our transformation into an effective professional association. To help raise our profile National and Sectional Board members were asked to attend other professional events such as Alberta Showcase, CAPACOA, LDI, PACT and so forth.

Rendez-vous 2006 and its associated Board Meetings were very successful and rewarding for the attendees of both. Start planning your adventure in Vancouver at the Roundhouse Rendez-vous, August 16 - 19 2007.

The Board structure revision is:

<b>OLD BOARD 06/07</b> (18 members)	<b>NEW BOARD 07/08</b> (13 voting members, 4 non voting)
President	President
Vice-President Internal	Vice-President
Vice-President External	
Vice-President Corporate	
Treasurer	Treasurer
Secretary	Secretary
Past President or President Elect	Past President or President Elect
6 Directors at Large	8 Directors at Large
Atlantic Region Representative	Non voting Chairs of Sections
Québec Region Representative	
Ontario Region Representative	
Alberta Region Representative	
British Columbia Region Representative	



# CITT/ICTS DRAFT STRATEGIC PLAN 2006 - 2010

## Approved August 14 2006

### VISION

CITT/ICTS's Mission is to actively promote the professional development of its members and to work for the betterment of the Canadian live performance industry.

### MANDATE

CITT/ICTS is not-for-profit Corporation organized and operated for charitable, education and scientific purposes. To ensure this purpose and the Mission of the corporation are met, CITT/ICTS shall:

- Promote safe and ethical work practices.
- **Organise workshops, conferences and other development opportunities.**
- Encourage the development of industry standards
- **Advocate at the local, regional, national and international level.**
- **Disseminate information and facilitate communications.**
- Encourage research and publish results.
- Promote and recognize work of excellence
- **Encourage the membership to take an active role in fulfilling CITT/ICTS's mission.**

*[The mandate items in bold are directly addressed by the goals established for the next four years.]*

### GOALS 2006 - 2010

The goals developed for the next four years assume that:

**The overall goal of CITT/ICTS over the next four years is to improve services to members and to encourage substantial growth in membership.**

Specifically CITT/ICTS will: *(in italic are the committees responsible for carrying out the strategy)*

#### 1) Increase non-membership revenue by 5% each year for the next four years.

##### a) Strategy:

- i) Year 1 – Develop advertising opportunities and revenues in and from e-StageWorks. *(National Office & Programming and Communications)*
- ii) Year 1 – Develop and implement a long-term revenue generating strategy. *(Finance)*
- iii) Year 2 – Develop advertising opportunities and revenues in and from Web Site. *(National Office & Programming and Communications)*

##### b) Measurable results

- i) Year 1 – \$200 in advertising revenue per issue for the 06/07 issues of e-StageWorks.
- ii) Year 1 – Prepare four-year revenue strategy document for the 06/07 mid-term board meeting.
- iii) Year 1 – Prepare four-year web revenue plan for the 06/07 mid-term board meeting.
- iv) Year 2 – Implement the first year of the revenue plan.
- v) Year 2 – Implement the first year of the web revenue plan.
- vi) Year 3 and 4 adjust and implement the 3<sup>rd</sup> and 4<sup>th</sup> year of the revenue plans.

#### 2) Improve National Board effectiveness and develop guidelines for Section Boards.

##### a) Strategies:

- i) Develop a clear standing committee structure complete with committee mandates, goals and measurable results. *(All Committees & National Board)*
- ii) Develop a clear plan for communicating with the membership and external stakeholders. *(Member Relations)*
- iii) Approve four-year business plan. Reviews the measurable results in that plan on an annual basis and in the third year of the plan prepare a revised plan for the next four years. *(National Board)*
- iv) Prepare "action plan" to support the strategic plan. *(All Committees & National Board)*
- v) Share job descriptions and development with the Sections. *(Board Development)*
- vi) Implement a national strategy for Board Development at both the National and Sectional level. *(Board Development)*
- vii) Develop for the national board a policy and procedure document, share with the sections. *(Board Development)*
- viii) Develop a structured, self review system for implementation at the National and Sectional level. *(Board Development)*
- ix) Issue Board business cards. *(National Office)*
- x) Continue development templates for Board, Section and Conference activities. *(All Committees)*

##### b) Measurable results:

- i) Year 1 – Complete Board committee task descriptions.
- ii) Year 1 – Complete Board policy and procedure manual, share with Sections.
- iii) Year 1 – Present "action plan" at 06/07 board mid-term meeting and secure Board "buy-in" for the plan.
- iv) Year 1 – Business plan will be approved by the Board and published in e-StageWorks.
- v) Year 1 – Business cards & planning templates available to Board members.
- vi) Year 1 – Prepare and publish a National Conference policy and procedures manual.
- vii) Year 2 – Communications plan presented to Board for review.
- viii) Year 2 and thereafter - The Board will, at the midterm meeting, review the Business plan and publish a progress report in e-StageWorks.
- ix) Year 2 – A "review" system for Board Members, Committee Chairs and OISTAT Commissioners is in place.
- x) Year 2 - Board will meet once outside of the conference and members' travel expenses will on an "as needed" basis be 100% subsidized and the guidelines for support defined in the policy document.

#### 3) Continue CITT/ICTS involvement in the development of industry standards.

##### a) Strategies:

- i) Increase participation, through our sections, in provincial workplace health and safety organisations. *(Programming and Communications)*
- ii) Develop a national dialogue between regional health and

- safety initiatives. (*Programming and Communications*)
- iii) Make health and safety a regular item in e-StageWorks. (*National Office*)
- iv) Continue engagement with charts of competence processes across the country and actively share the results with members. (*Programming and Communications*)

**b) Measurable results:**

- i) Year 1 and thereafter – CITT/ICTS representatives participate in all provincial workplace health and safety organisations.
- ii) Year 2 – Industry standard documents published and available nationally.

**4) Increase CITT/ICTS's international profile and develop international contacts for the membership.**

**a) Strategies:**

- i) Increase activity in OISTAT. (*National Board*)
- ii) Find resources to support member activities in OISTAT. (*Finance*)
- iii) Encourage closer relations with USITT and other OISTAT Centres. (*National Board – Executive Committee*)
- iv) Develop communications with ABTT and similar organizations in Australia, New Zealand, etc. (*National Board & National Office*)

**b) Measurable results:**

- i) Year 1 – Review “job descriptions” and mandates for OISTAT commissioners.
- ii) Year 1 – Create a contact list and distribute e-StageWorks internationally.
- iii) Year 3 – Develop funding to provide travel bursaries for OISTAT commissioners.

**5) Increase net membership by 5% per year over the next four years.**

**a) Strategies**

- i) Identify target markets and prioritize. (*Member Relations*)
- ii) Select the top 1/3<sup>rd</sup> of the market segments and prepare market specific sales plan. (*Programming and Communications*)
- iii) Develop marketing plan for the remaining market segments. (*Programming and Communications*)
- iv) Encourage more activity at the section level. (*National Board*)
- v) Make printable brochures available to all Board Members and publish on the website. (*National Office*)

**b) Measurable results**

- i) Year 1 – Market analysis complete and first marketing plan in place.
- ii) Year 2 – First 5% gain recognized.
- iii) Year 2 – CITT/ICTS will send representative to major Canadian arts gatherings such as PACT annual meeting, CAPACOA, Rideau annual meetings and the Canadian Conference for the Arts.
- iv) Year 2 – Roll out second marketing plan.
- v) Year 3 – Second 5% gain recognized.
- vi) Year 4 – Third 5% gain recognized.

**6) Retain by the end of year four 95% of membership year over year.**

**a) Strategies**

- i) Identify non-renewing members and send out an exit poll. (*National Office & Member Relations*)

- ii) Board member contact non-renewing members directly and issue a personal invitation to renew. (*National Board*)
- iii) Investigate a transitional membership rate for student members entering the workforce. (*Finance Committee & National Board*)

**b) Measurable results**

- i) Year 1 – Exit poll process in place.
- ii) Year 1 – Board member call system in place.
- iii) Year 2 – Membership non-renewals reduced by 10%.
- iv) Year 3 – Membership non-renewals reduced by 25%

**7) Increase National support and interaction with the Sections.**

**a) Strategies**

- i) Develop portable programming strategies for the section to use in developing effective and increased programming. (*Programming and Communications*)
- ii) Investigate liability insurance that covers the activities of all the sections. (*National Board & National Office*)
- iii) Investigate member benefits such as group insurance, national car and hotel rental opportunities. (*Member Relations*)
- iv) Develop national level programming outside of the conference. (*Programming and Communications*)
- v) Ensure that at least one national board member attends every section event. (*National Board*)

**b) Measurable results**

- i) Year 1 – Publish 1<sup>st</sup> draft of programming guide.
- ii) Year 1 – Section events will be published in e-StageWorks.
- iii) Year 2 – Every section event will have had a national board member in attendance.
- iv) Year 2 – At least one additional member benefit in place.
- v) Year 3 – A member of the executive will attend each Section AGM.
- vi) Year 3 – One national programme will tour the sections.
- vii) Year 3 – Insurance policy in place.
- viii) Year 3 – A second additional member benefit in place.

**8) Increase member services / activities.**

**a) Strategies**

- i) Continue development of the suppliers' database. (*National Office & Member Relations*)
- ii) Develop a membership contact page on a secure portion of the website. (*National Office & Member Relations*)
- iii) Develop on-line career development modules and post on website. (*Programming and Communications*)
- iv) Publish Canadian performing arts CAD standard (complete work begun by Ron Morissette). (*Programming and Communications*)
- v) e-Stageworks – develop editorial template. (*National Office & Programming and Communications*)
- vi) e-Stageworks – every board member shall contribute or arrange the contribution of one article per year, (*National Board*)
- vii) e-Stageworks – each Section shall contribute one article per issue. (*National Board*)

**b) Measurable results**

- i) Year 1 – A simplified supplier update feature will be enabled in the Suppliers' database.
- ii) Year 1 – e-StageWorks content/editorial guidelines published.



# Rendez-vous 2007 Registration Form



## CITT/ICTS 17<sup>th</sup> Annual Conference and Trade Show



August 16 - 19 2007 Vancouver BC  
**TIES TO THE COMMUNITY**

Roundhouse Community Arts and Recreation Centre  
 181 Roundhouse Mews Vancouver - [www.roundhouse.ca](http://www.roundhouse.ca)

### CONTACT INFORMATION

Last Name: \_\_\_\_\_ First Name: \_\_\_\_\_

Title: \_\_\_\_\_

Organization: \_\_\_\_\_

Address: \_\_\_\_\_ Phone: (\_\_\_\_) \_\_\_\_\_ - \_\_\_\_\_

City: \_\_\_\_\_ Fax: (\_\_\_\_) \_\_\_\_\_ - \_\_\_\_\_

Province: \_\_\_\_\_ Postal Code: \_\_\_\_\_ Email: \_\_\_\_\_

#### Pre-conference Workshops August 13 -14 - 15

- Vectorworks for Beginners** Monday Aug. 13     **\$100** = \$ \_\_\_\_\_
- Vectorworks Advanced** Tuesday Aug. 14     **\$100** = \$ \_\_\_\_\_
- Conflict Resolution** Monday Aug. 13     **\$125** = \$ \_\_\_\_\_
- Supervisory Skills** Tuesday Aug. 14     **\$125** = \$ \_\_\_\_\_
- Theatre Tours Vancouver Island** Wed. Aug. 15     **\$75** = \$ \_\_\_\_\_

Non CITT/ICTS Member ADD \$75 + \$ \_\_\_\_\_

**PRE-CONFERENCE WORKSHOP TOTAL = \$ \_\_\_\_\_**

#### Events à la carte (social event & meals not included, one form per person)

- Education Forum Pass Thursday Aug 16      \$75     \$ \_\_\_\_\_
- Venue Tour Pass Friday Aug 17 AM      \$50     \$ \_\_\_\_\_
- Trade Show Pass Friday Aug 17 PM          FREE
- One Day Pass<sup>1</sup>  SAT Aug 18      SUN Aug 19     \_\_\_ x \$200 = \$ \_\_\_\_\_

<sup>1</sup>Breakfast, coffee breaks and luncheon included

Conference Single Session Pass<sup>2</sup> Sat / Sun     \_\_\_ x \$40 = \$ \_\_\_\_\_

Conference Double Session Pass<sup>2</sup> Sat / Sun     \_\_\_ x \$80 = \$ \_\_\_\_\_

<sup>2</sup>Please submit your choice of sessions on separate sheet of paper

**EVENTS À LA CARTE TOTAL \$ \_\_\_\_\_**

#### Social Event & Meal Tickets (for Events à la carte attendees, partner and friends)

- Thursday Opening Night Social     \_\_\_ @ \$20 = \$ \_\_\_\_\_
- Friday Corporate Luncheon     \_\_\_ @ \$30 = \$ \_\_\_\_\_
- Friday SWAG BINGO     \_\_\_ @ \$20 = \$ \_\_\_\_\_
- Saturday Awards Banquet Cruise     \_\_\_ @ \$75 = \$ \_\_\_\_\_
- Sunday Plenary Luncheon and Forum     \_\_\_ @ \$25 = \$ \_\_\_\_\_

**SOCIAL EVENT & MEAL TICKETS TOTAL \$ \_\_\_\_\_**

Food Allergy or Special Diet (Please specify) \_\_\_\_\_

#### Payment Information

- Pre- Conference Registration     Total: \$ \_\_\_\_\_
- Full Conference Registration     Total: \$ \_\_\_\_\_
- Events à la carte Registration     Total: \$ \_\_\_\_\_
- Social Event & Meal Tickets     Total: \$ \_\_\_\_\_

**Total Amount Owning \$ \_\_\_\_\_**

Refunds are subject to a \$25.00 administrative fee. No refunds after August 1 2007.

Cheque (to CITT/ICTS)      VISA      MasterCard

Card # \_\_\_\_\_ Exp: \_\_\_\_/\_\_\_\_

Name on Card: \_\_\_\_\_

Signature: \_\_\_\_\_

#### Forward completed form to:

CITT/ICTS National Office  
 340-207 Bank St.  
 Ottawa, ON K2P 2N2

Phone: 613-482-1165  
 or 1-888- 271 - 3383  
 Fax: 613-482 - 1212

Or register online: [www.citt.org/conf.htm](http://www.citt.org/conf.htm)

Email: [citt@citt.org](mailto:citt@citt.org)

#### Full Conference Registration August 16 – 19

(Includes all social events, forums, sessions, tours, meals and coffee breaks)

**CITT/ICTS Member Regular registration     \$450 = \$ \_\_\_\_\_**

- Very Early registration till Dec 31 2006     deduct \$100 - \$ \_\_\_\_\_
- Early registration from Jan 1 – June 30 2007     deduct \$50 - \$ \_\_\_\_\_

**CITT/ICTS Student Member rate     \$175 = \$ \_\_\_\_\_**

**Non CITT-ICTS Member     \$550 = \$ \_\_\_\_\_**

**Non CITT/ICTS Member (Student rate)     \$250 = \$ \_\_\_\_\_**

**CONFERENCE TOTAL \$ \_\_\_\_\_**

I will be attending Education Forum Thursday Aug 16

I will be attending the Venue Tour Friday Aug 17 AM

#### Conference Accommodations

##### YWCA Hotel Downtown Vancouver

733 Beatty St. 10-minute walk to Roundhouse Centre Wide array of room type to suit your budget: from single room with shared bath to ensuite double rooms. Rates start at: \$65.00 + tax / night  
 Information & reservation: 1-800-663-1424 Local 604-895-5830  
[www.ywcahotel.com](http://www.ywcahotel.com)

##### Ramada Inn & Suites Downtown Vancouver

1221 Granville St. & Davie 10-minute walk to Roundhouse Centre  
 Rate: \$130.00 + tax / night Please mention code name CITT  
 Information & reservation: 1-888-835-0078 Local 604-685-1111  
[www.ramadavancouver.com](http://www.ramadavancouver.com)

##### Howard Johnson Vancouver

1176 Granville St. & Davie 10-minute walk to Roundhouse Centre  
 Rate: \$145.00 + tax / night  
 Information & reservation: 1-888-654-6336 Local 604-688-8701  
[www.hojovancouver.com](http://www.hojovancouver.com)