



Mission Statement: The Sheldon Theatre entertains, educates, and enlightens the community and its visitors through the transformative power of the performing arts.

Statement of Intent: We gather today in this room as one people to discuss and attend to the matters of Red Wing. Together, as a government body and as community members, we agree to treat everyone with courtesy, dignity, and respect. We will listen to all sides of an issue, encourage participation, support each other, act with honor and accountability, and inspire pride in our community. This we commit as we open this meeting.

**Meeting Announcement and Agenda
Sheldon Theatre Board Workshop
Sheldon Theatre, 443 West 3rd Street, Red Wing, MN & Virtually
Friday, November 7, 2025, at 8:00 AM**

- 1. Welcome and Introductions**
- 2. Roll Call**
- 3. Preparations for the Day**
 - 3.A. Reflections on the Sheldon mission and its significance to the Board
 - 3.B. Board Stories of Satisfaction and Aspiration
 - 3.C. Overview of the Agenda for Friday (fit and flow)
 - 3.D. Overview of Packet Materials
 - 3.E. On "sustainable prominence" and "strategic initiatives"
- 4. Analysis and Discussion of the 10-Year Data**
 - 4.A. Review the data, charts, and graphs prepared by Staff on Thursday
 - 4.B. Discussion of "missing data" to be collected (if any)
 - 4.C. Strategies to Ensure Financial Stability in data categories
- 5. Analysis and Discussion of "Strategic Snapshot" of Operations from Staff Workshop**
 - 5.A. Board review, additions/deletions/modifications
 1. 2014-15 carry forward and initiatives
 2. Leadership
 3. Production
 4. Marketing/Communications
 5. Community Relations/Development
 6. Audience Services
 7. Entrepreneurial Opportunities
- 6. Determine Priorities for Strategic Initiatives**

7. Next Steps and Timeline

8. Adjournment

Accommodations for signing interpreter, Braille, large print, etc. can be made. Call City Hall at 385.3600 seven days prior to the need. Hearing assistance devices are available during meetings.

Overview of Materials in the Strategic Planning Packet

To help you prepare for the workshops on strategic planning, this document offers an overview of the materials in your packet in order of presentation.

- 1. Agendas for Thursday and Friday Workshops**
- 2. Bios of Board and Staff Participants**
- 3. Board Roles and Responsibilities**

Propel Nonprofits is an important and reliable source of expertise on leadership in the nonprofit sector. This handout summarizes the primary duties of Board members, information that is valuable both for the Board and the Staff of The Sheldon. At the opening of the Board session on Friday, November 7, Jim Pence will lead a brief discussion of the Board's critical role in each of these five areas, as well as the ways staff members can support Board efforts.

- 4. Bylaws of the Sheldon Board of Directors**

Article II of the Bylaws is of singular importance as the Board begins its strategic planning work. Complete alignment on its powers and duties reduces the potential for confusion about Board's authority and responsibilities, properly executing its governance role.

- 5. 2024 Annual Report**

A copy of last year's report as a reminder of the accomplishments and highlights of the past year to serve as a reminder of recent contexts.

- 6. Ten-year Data Analysis and Charts**

Prepared by the staff for use in the planning workshops, this document provides a ten-year review of information related to the operation of The Sheldon. At the Board session on Friday, the staff will offer insights into the data and the charts as the Board considers how to lead strategically and ensure financial stability going forward

- 7. Updated Items from 2014-15 Strategic Plan**

The seventeen-page "Interim Report" on the planning work that was done in 2014-15 is available for review for anyone interested. Shantel prepared a "scorecard" of the 2014-15 document, evaluating each activity to note items that were completed, those that were not completed but deemed not relevant to the future, and those items that should be brought forward to this planning process. Chap and Shantel discussed the scorecard at length, and this document is a summary of the items they think should be carried forward.

- 8. Community Comments from January 2025**

This is a summary of community comments collected by Dennis Brennan in early 2025 to provide contexts for current planning work.



Sheldon Theatre Staff



Shantel Dow, Executive & Artistic Director



Samantha Whipple, Associate Director
Community Relations & Development



Russell Johnson, Director of Production



Leah Adams, Audience Services Manager



Brenda Stewart, Associate Director Marketing
& Communications



Sheldon Theatre Board of Directors 2025



President – Chap Achen
Senior.Director?research.analyst.covering.
supply.chain.technology.at.Gartner;



Vice President – Dennis Brennan
Retired; .Real.Estate.Broker?9M.
International.Business.Development?
Ecolab.Business.Manager

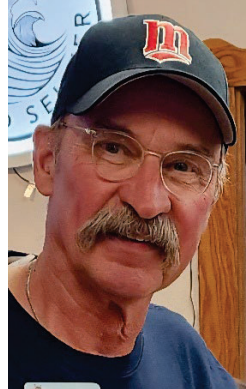


Treasurer – Meridith Wardle
University of Iowa, Business degree in
Economics
PricewaterhouseCoopers – Management
Consultant
LexisNexis, Cargill in Financial Planning &
Analysis
Currently at Compeer Financial as
Principal Finance Business Partner



Laurie Bell
Retired.
Past jobs; PT, director of Rehab
department, Director of Emergency

Services- Fairview Southdale, Care Model Innovation-Fairview, Innovation team at Medica, Director of Research and Innovation (at Healthsense), Transformation Program manager at Regions, Director of Quality at mental Health organization- People Incorporated



Glen Witham

40-year self-employed entrepreneur
multiple business owner
38-year multiple restaurant/bar owner

Previous municipal organization affiliation:
President Loretto planning commission
Mayor City of Ronneby
Member Benton Cty. economic dev. Comm.
Pres. Lake Amazon HOA
Red Wing HRA



Susan Christenson

Registered.Nurse?formerly.worked.at.
ISD-8002.Currently.a.practicing.private.
duty.nurse.and.certified.Pilates.instructor;



Art Kenyon

University.of.MN.(student)
U;S;Army.- .9.years.(second.lieutenant)
Mpls;Star.™.Tribune.- .8.years.(advertising.
dept;)
Red.Wing.Shoe.Co;executive.- .98.years
Self_employed.visual.artist.- .86.years

Board Roles & Responsibilities

Whether you're on the board of a large nonprofit or an all-volunteer board, you may have asked what your role is as a board member in contributing to your nonprofit's mission. Legal compliance and financial oversight are certainly on the list of board responsibilities, but they're not enough for effective governance. While your organization has a significant amount of latitude to define board governance in a way that best suits the nonprofit's needs, at Propel Nonprofits, we believe board members have five primary responsibilities: providing strategic leadership, managing for financial stability, serving as an ambassador for the organization, supporting and supervising the executive director or CEO, and ensuring healthy governance.

This resource is intended to help nonprofit board members clarify your role so you can be effective in carrying out your nonprofit's mission. For nonprofits in Minnesota, the Attorney General's Office has a guide for board members that is a must-read related to your fiduciary duties and what you're legally responsible for; check with your respective Secretary of State and Attorney General for regulations. This guide is intended to supplement those baseline requirements.



Our mission is to fuel the impact and effectiveness of nonprofits with guidance, expertise, and capital. Learn more about our services, training, and resources online.

● ● ● ● propelnonprofits.org

Lead Strategically

- Develop and communicate the organization's direction, goals, and a plan to get there. This may be a strategic plan.
- If there isn't a strategic plan in place that articulates the organization's mission, role in society, and direction for the future, partner with staff to create one. As a board, monitor outcomes related to the plan and revise as needed.
- Have robust board meetings that cut through the complexity of the environment in which your nonprofit is operating in order to assist organizational leadership in anticipating and navigating change.

Ensure Financial Stability

- Understand the nonprofit's business model and financial aspects.
- Ensure your organization has adequate infrastructure to create accurate and timely financials. Make sure your board is able to understand the nonprofit's financial reports.
- Develop strategies to fund your mission that are realistic and that support your organization's business model.
- Ensure financial reporting requirements are compliant with state regulations, including 990 filings, audits, and registration with the Secretary of State and Attorney General.

Be An Ambassador

- Cultivate relationships that are beneficial to the organization's strategies.
- Participate in fund development efforts of your organization. Board members are often encouraged to donate personally in an amount meaningful to them.
- Listen to community members' needs related to your mission.
- As an organization, share the impact of your nonprofit on the community and how the community has supported you (e.g., an annual report or letter).

Support & Supervise the Executive Director

- Recruit and hire the Executive Director or CEO to lead and manage the organization.
- Supervise and evaluate the performance of the Executive Director annually.
- Have an emergency and long-term succession plan for the Executive Director.
- Ask the Executive Director how they want to be supported. Different Executive Directors need different support from their boards; welcomed management for one might be unwelcomed management for another.

Ensure Healthy Governance

- Review bylaws and maintain compliance.
- Recruit and orient new board members.
- Develop a plan for board succession and officer leadership.
- Take responsibility for board business and create structures that align with getting that work done.
- Conduct a self-evaluation that allows board members to improve their governance practices.

How does your board define success for its role in contributing to your mission today? Have a conversation as a board about what the organization needs from the board given its current life-stage, strategic direction, and staff attention to operations. Use this resource as a tool to ensure board members and leadership are on the same page. Clear expectations can contribute to deeper and more productive board engagement and help avoid conflict.



By-Laws of T. B. Sheldon Auditorium Theatre Board

Article I

ESTABLISHMENT

The T. B. Sheldon Auditorium Theatre Board (hereinafter "The Board") was established by Resolution adopted October 7, 1904 (hereinafter "Resolution") by the City Council of the City of Red Wing (hereinafter "City Council").

Article II

RESPONSIBILITIES

The principal areas of Board responsibility include but are not limited to the following:

1. Determining the mission of The T. B. Sheldon Auditorium Theatre (hereinafter "The Sheldon") and setting policies for its operation, in accordance with the Resolution and applicable laws;
2. Setting the Sheldon's programming goals from year to year and engaging in long range planning to establish the Sheldon's general course for the future;
3. Establishing fiscal policy, budgets and financial controls;
4. Providing adequate resources for the Sheldon including fund raising;
5. Selecting, evaluating, and, if necessary, terminating the appointment of the Executive Director; and
6. Developing and maintaining communications with the Red Wing community and promoting the work of the Sheldon.

Article III

BOARD MEMBERS

2024 ANNUAL REPORT





This year, we are proud to reflect on a successful performing arts season marked by impressive growth and community engagement. Attendance for our performances saw a significant increase, and we are thrilled to have doubled the number of school field trip shows. In response to growing demand, we also expanded our programming with several new weekday matinee performances, providing even more opportunities for audiences of all ages to experience the magic of the arts.

A key highlight of this season was our commitment to accessibility, achieved through our collaboration with the University of Minnesota College of Design. Together, we are working to create a welcoming and comfortable environment in the theatre, ensuring that every patron has a positive and inclusive experience.

Additionally, we proudly launched Music on the Mezzanine, a new initiative aimed at showcasing local musicians and supporting the rich talent within our community. This program has become a vibrant part of the Sheldon Theatre, offering a platform for emerging artists to share their music with a wider audience. We also strengthened our relationships with numerous community partners, working collaboratively to expand our reach and create meaningful experiences for our patrons. This season was not only about expanding our programming, but about deepening our connection with the community we serve.

As we look forward, we are excited to continue building on these successes, enriching the cultural landscape, and ensuring that the arts remain accessible, vibrant, and inclusive for all.

~ Executive and Artistic Director
Shantel Dow

Mission

The Sheldon Theatre entertains, educates,
and enlightens the community and its
visitors through the transformative power
of the performing arts

MAJOR ACCOMPLISHMENTS



329
Sheldon Theatre
Friends

62
Ticketed Events

13.6%
increase in donor \$\$
(Contributed Revenue)

12
New Volunteers

42
Mainstage
Touring Events

2933
Volunteer Hours Logged

1947
New Patrons

\$32
Average Ticket Price

2,100+
Outreach Participants

10 SOLD OUT SHOWS

- Popovich Comedy Pet Theater
- Kickin' It Irish
- ABBAFAB - sold out right away, added a 2nd show the matinee nearly sold out and the evening was sold out
- Under the Streetlamp - 24-25 Season Opener
- The Drifters
- Paula Poundstone
- The Grinch - film shown at the Holiday Stroll
- A Grand Ole Opry Christmas
- Nutcracker
- Then New Standards Holiday Show



LOCAL PROGRAMMING

Each year our community partners and organizations commit to performing on the Sheldon stage. Our very own Phoenix Theatre put on 2 productions in 2024, the Red Wing High School Musical, Beauty and the Beast brought new students into our theater for 2 weeks of rehearsals and 4 performances, Sheldon Theatre Brass Band presented a spring and holiday concert, Minnesota State College Southeast showcased the talent of their students and staff in Strings, Winds & Brass, St. John's Lutheran School presented their annual play and our area dance studios, Shoreline and Fusion presented their recitals before going to competition. We love to share our stage with our community!

PHOENIX THEATRE



RED WING HIGH SCHOOL MUSICAL



SHELDON THEATRE BRASS BAND



MN STATE COLLEGE SOUTHEAST



AREA DANCE & ELEMENTARY SCHOOLS



EDUCATION AND OUTREACH

Community outreach continues to be a cornerstone of the Sheldon's mission to entertain, educate, and enlighten the Red Wing community and its visitors. This year, our outreach activities spanned generations, creating meaningful connections from preschoolers to seniors. Highlights included three generations juggling feathers and scarves with Kenny Ahern, a student receiving personalized feedback on her college audition piece from a professional touring group, and preschoolers experiencing the magic of live music up close with The OK Factor's violin and cello. These programs not only complement our main stage performances but also ensure that the performing arts remain accessible and enriching for the entire community.



EDUCATION AND OUTREACH

Outreach Artists:

Missoula Children's Theatre
 Dinosaur World Live
 Glass Half Full Theatre: Cenicienta
 Forever Young
 O'Shea Irish Dance
 Kickin' It Irish
 Kenny Ahern: To Laugh is to Live!
 Artrageous
 Las Guaracheras
 Water Street Dance
 Jeremy Messersmith
 The OK Factor
 Twin Cities Gay Men's Chorus
 JB Brass

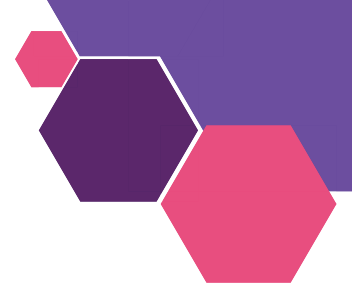
Outreach Partners:

Sunnyside School
 Burnside School
 Tower View Alternative High School
 Early Childhood Academy
 Jordan Towers
 Village Cooperative
 Goodhue Living
 Rise Up Red Wing Aspire
 Phoenix Theatre
 Red Wing Pride
 Fusion Dance
 Red Wing High School English Language Learners
 Aim to Achieve
 YMCA
 Park Place 55+

2,100+
 Outreach
 Participants



FINANCIAL SUMMARY



REVENUE

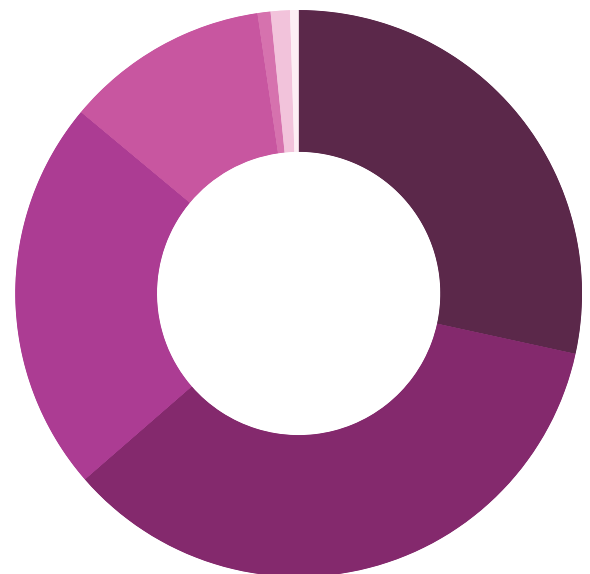
■ Ticket Sales	\$354,613
■ State/Regional Grants	\$160,663
■ Donations	\$112,370
■ Private Foundations	\$102,500
■ Fees, Retail, Services	\$88,212
■ Corporate Foundations	\$75,000
■ Sponsorships	\$42,120
■ Rental	\$58,638
■ Restricted Other	\$269,202
Total Revenues	\$1,263,318



Endowment Balance: \$6,956,138

EXPENSES

■ Mainstage Presenting	\$383,416
■ General Program	\$474,755
■ Administration	\$302,936
■ Fundraising	\$156,742
■ Phoenix Theatre	\$9,999
■ Education	\$14,805
■ Enlighten/Local	\$6,588
Total Expense	\$1,349,241



THANK YOU



SHELDON THEATRE BOARD

PRESIDENT, Chap Achen, Jr.

VICE PRESIDENT, Dennis Brennan

TREASURER, Meridith Wardle

Laurie Bell

Susan Christenson

Art Kenyon

Lacy Schumann

STAFF



Shantel Dow
Executive & Artistic
Director



Samantha Whipple
Director of
Development



Brenda Stewart
Director of
Marketing



Russell Johnson
Director of
Productions



Leah Adams
Audience Services
Manager

Sheldon Theatre - Strategic Plan 2025

	2024	2023	2022	2019	2018	2017	2016	2015
Earned Revenue								
Main Stage +								
Number of shows	38	36	43	38	35	38	35	33
Number of tickets sold	10,226	10,671	10,192	10,288	9,099	9,807	7,996	9,386
Average tickets/show	274	307	237	271	260	258	228	284
Ticket revenue	\$357,125	\$351,264	\$334,399	\$309,749	\$293,166	\$227,144	\$209,137	\$220,512
Artist fees	\$210,000	\$226,522	\$232,130	\$219,711	\$226,502	\$177,746	\$211,941	\$191,125
Housing	\$23,757	\$26,469	\$9,697	\$7,214	\$7,860	\$12,697	\$8,818	\$10,283
Hospitality	\$7,945	\$4,704	\$3,973	\$3,472	\$3,594	\$3,599	\$2,527	\$4,485
Total Expenses	\$241,702	\$257,695	\$245,800	\$230,397	\$237,956	\$194,042	\$223,286	\$205,893
% expenses v.s. revenue	68%	73%	74%	74%	81%	85%	107%	93%
Net +/-	\$115,423	\$93,569	\$88,599	\$79,352	\$55,210	\$33,102	-\$14,149	\$14,619
MainStage Average ticket price	\$32.54	\$32.92	\$32.80	\$30.10	\$32.21	\$23.16	\$26.16	\$23.49
Service Fees	\$54,569	\$88,882	\$86,120	\$86,733	\$70,842	\$60,040	\$66,999	\$64,332
Net Profit w/fees added	\$169,992	\$182,451	\$174,719	\$166,085	\$126,052	\$93,142	\$52,850	\$78,951

Field Trips / Education

Number of shows	4	8	7	6	10	10	7	10
Number of tickets sold	1,188	2,560	1,205	2,523	2,364	2,417	2,124	2,480
Ticket revenue	\$10,076	\$19,157	\$9,020	\$18,343	\$18,542	\$14,814	\$8,816	\$12,187
Artist fees	\$14,750	\$18,550	\$10,925	\$15,950	\$16,750	\$25,585		
Education Average ticket price	\$8.48	\$7.48	\$7.49	\$7.27	\$7.84	\$6.12	\$4.15	\$4.91

Phoenix Theatre

Number of shows	8	8	15	14	8	14	14	16
Number of tickets sold	623	816	1,888	2,758	1,110	1,887	3,021	3,350
Ticket revenue	\$12,231	\$12,679	\$31,852	\$42,738	\$14,194	\$26,739	\$35,970	\$34,464
Phoenix Average ticket price	\$19.63	\$15.54	\$16.87	\$15.50	\$12.79	\$14.17	\$11.91	\$10.28
Phoenix Expenses	\$9,999	\$22,870	\$33,907	\$24,080	\$11,289	\$22,504	\$23,840	not tracked

*4 Phoenix runs in 2015. Also a Christmas Pageant.
prior to 2016 it looks like rental ticket sales were being included in Sheldon ticket revenue?

Matinee Shows

Number of shows	7	6	7	3	4	6	5	7
Number of tickets sold	1,159	1,128	928	760	569	1,687	1,171	2,285
Ticket revenue	\$34,389	\$31,457	\$24,368	\$21,443	\$14,388	\$29,605	\$18,912	\$48,126
Matinee Average ticket price	\$29.67	\$27.89	\$26.26	\$28.21	\$25.29	\$17.55	\$16.15	\$21.06

Not education. General audience matinees are included here for reference, though revenue & expenses fall under Mainstage presenting. Typical "bus group" shows.

Rental Revenue

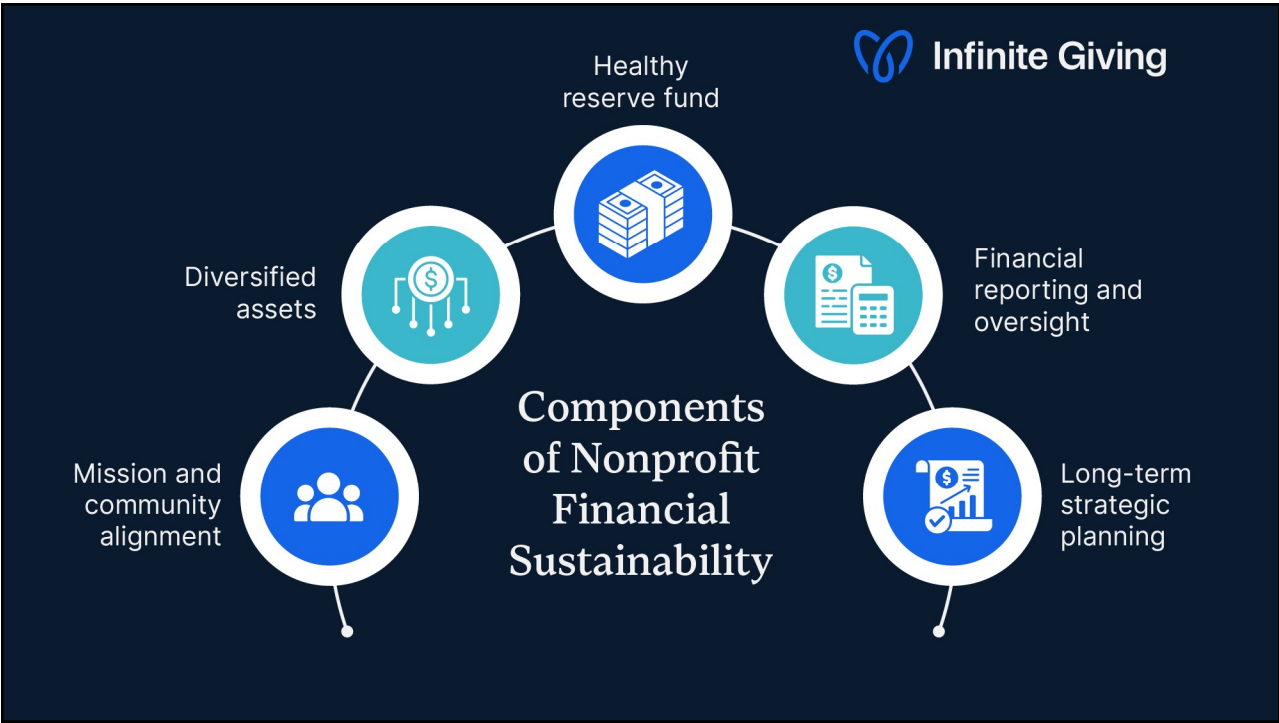
Sheldon Theatre - Strategic Plan 2025

	2024	2023	2022	2019	2018	2017	2016	2015
Number of rental shows	14	14	14	21	15	14	18	13
Number of tickets sold	4,514	3,632	2,961	5,099	3,953	2,940	4,140	3,703
Sales (not revenue)	\$104,242	\$81,047	\$68,024	\$136,915	\$87,206	\$46,751	\$52,499	\$57,804
Sheldon Rental Revenue	\$58,638	\$43,533	\$36,711	\$45,324	\$19,651	\$28,160	\$32,813	\$7,885
Revenue/Rental	\$4,188	\$3,110	\$2,622	\$2,158	\$1,310	\$2,011	\$1,823	\$607
Grants/Donations								
Individual/Friends	\$112,169	\$86,777	\$102,630	\$148,385	\$113,040	\$110,461	\$125,697	\$145,117
State/Federal Grants	\$165,208	\$133,324	\$141,885	\$172,665	\$148,378	\$139,523	\$143,856	\$44,031
Private Foundation	\$102,500	\$94,000	\$120,335	\$98,250	\$102,600	\$93,700	\$94,700	\$83,900
Corporate/Foundation	\$75,250	\$70,739	\$70,000	\$65,000	\$65,000	\$65,000	\$65,000	\$60,000
Fundraising/Projects	\$2,670	\$3,535	\$5,754	\$38,200	\$49,900	\$48,466	\$51,317	\$87,350
Total Grants/Donations	\$457,797	\$388,375	\$440,604	\$522,500	\$478,918	\$457,150	\$480,570	\$420,398
Sponsorship/Advertising	\$42,120	\$48,736	\$42,411	\$45,650	\$58,875	\$22,000	\$18,000 ?	
Concessions/Artist Merch	\$32,735	\$35,595	\$30,178	\$31,521	\$27,257		\$24,044	\$12,009

DATA FOR PLANNING

Part Two

1



2

FROM ANALYTICS TO OPPORTUNITY

1. Collect relevant historical and real-time data to start the analysis (NOTE: 2020 and 2021 data have been removed)
2. Present the data in multiple forms to accommodate different learning styles and allow various perspectives to emerge
3. Identify trends, patterns, and key areas of interest or concern
4. Interpret the findings to
 - Understand what happened.
 - Figure out why it happened.
 - Forecast future outcomes and/or predict trends and potential scenarios.
 - Develop actionable strategies and activities based on potential outcomes.



3

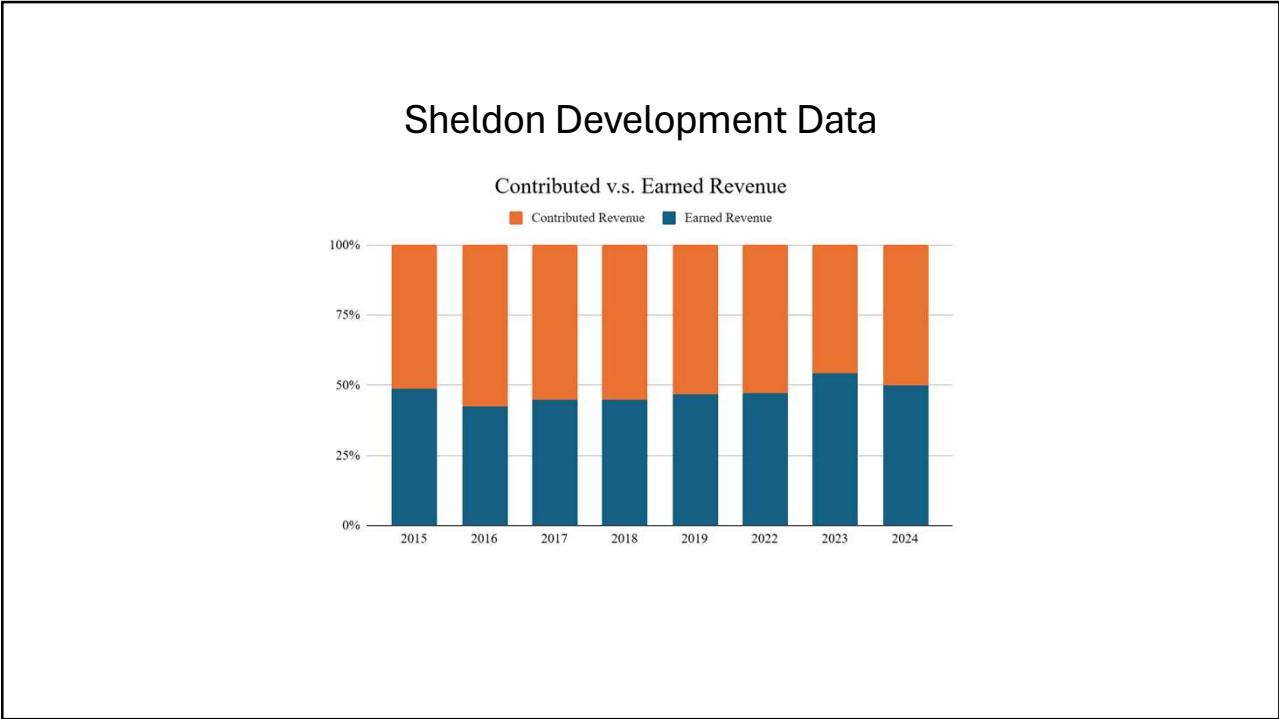
Staff prepared 10-year data analysis in relevant categories of review

Staff conducts analysis of data on Thursday to present to Board on Friday for additional analysis/interpretation

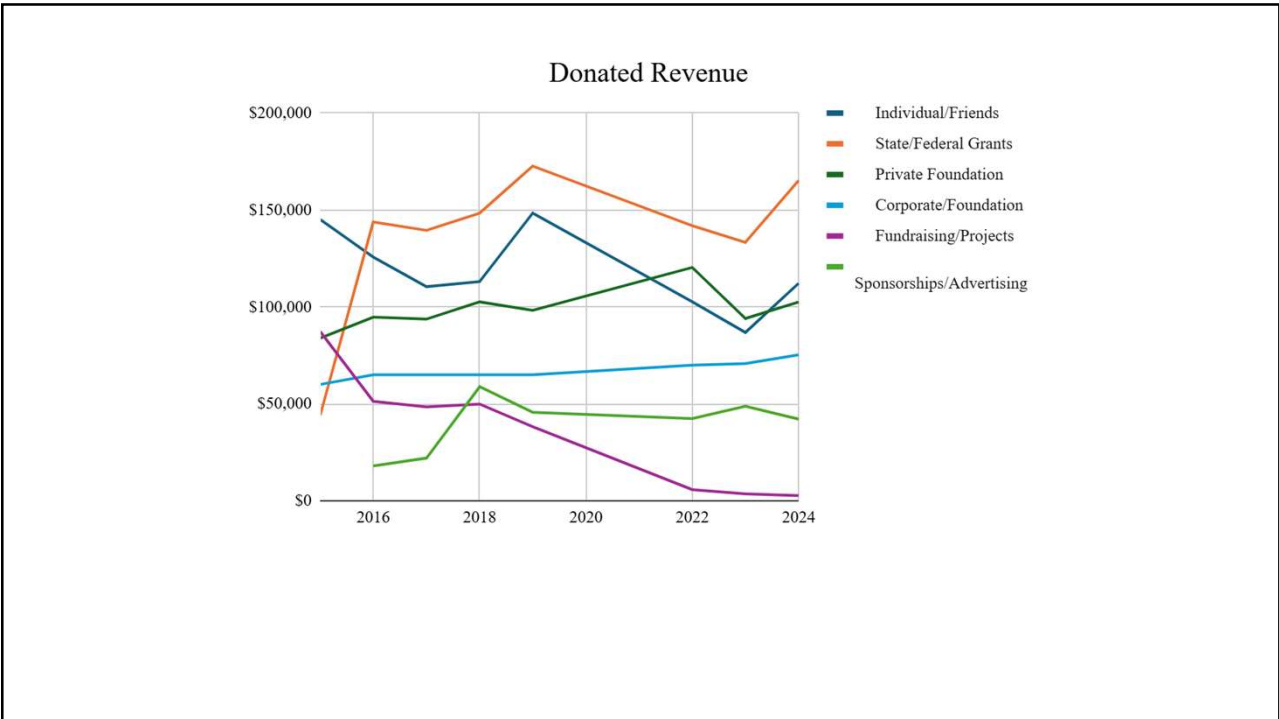
Joint meeting of Staff and Board to identify key findings to incorporate into financial stability plans and strategic imperatives

Best practice is to 'roll forward' the data annually and consider findings in revisions to strategic plan

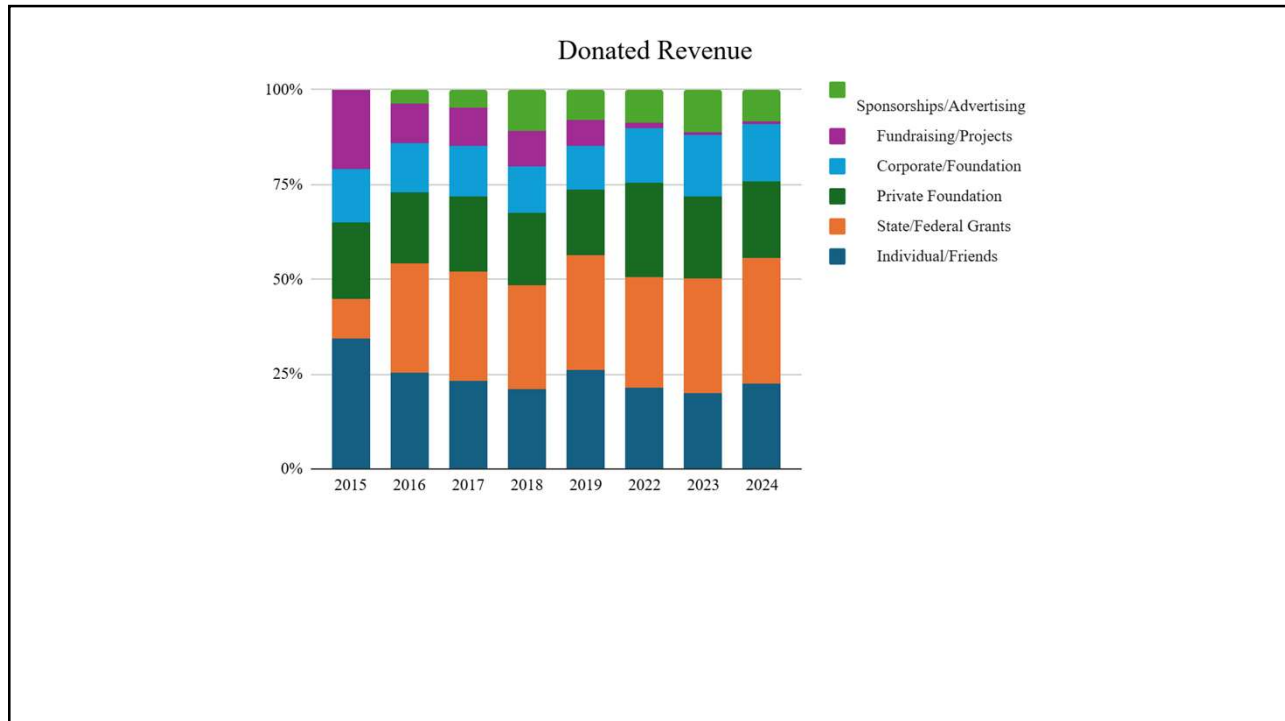
4



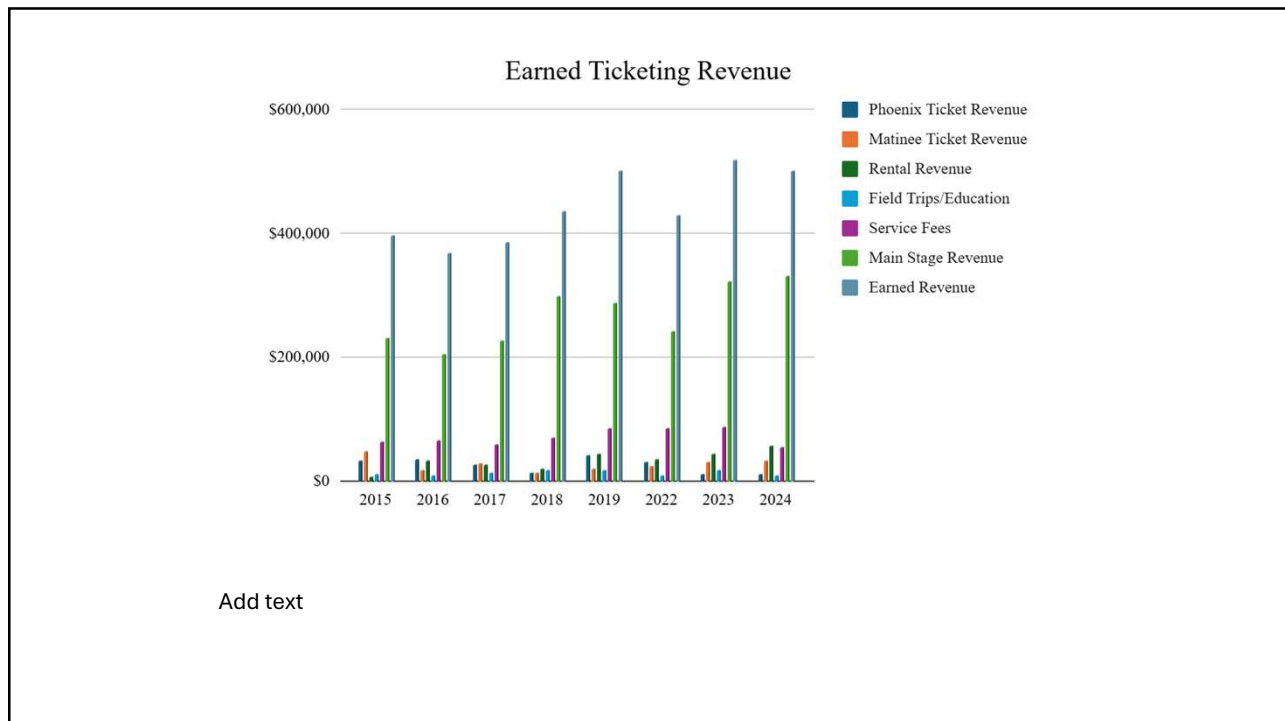
5



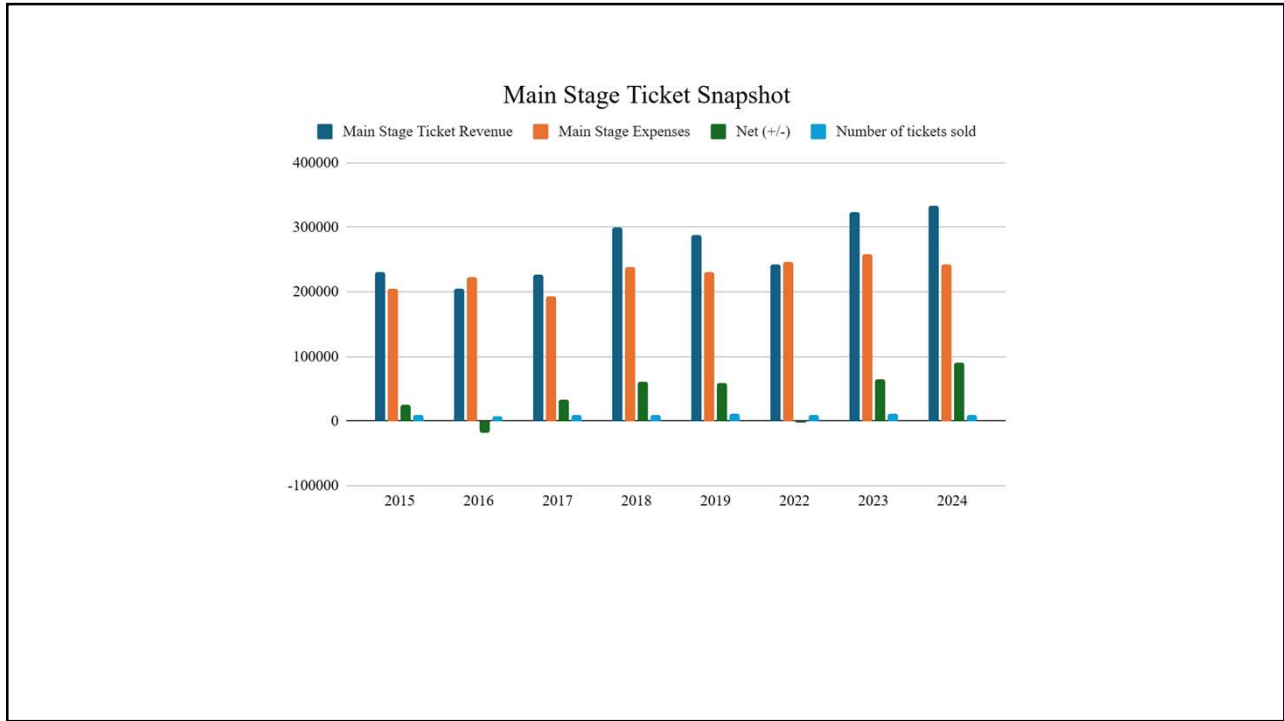
6



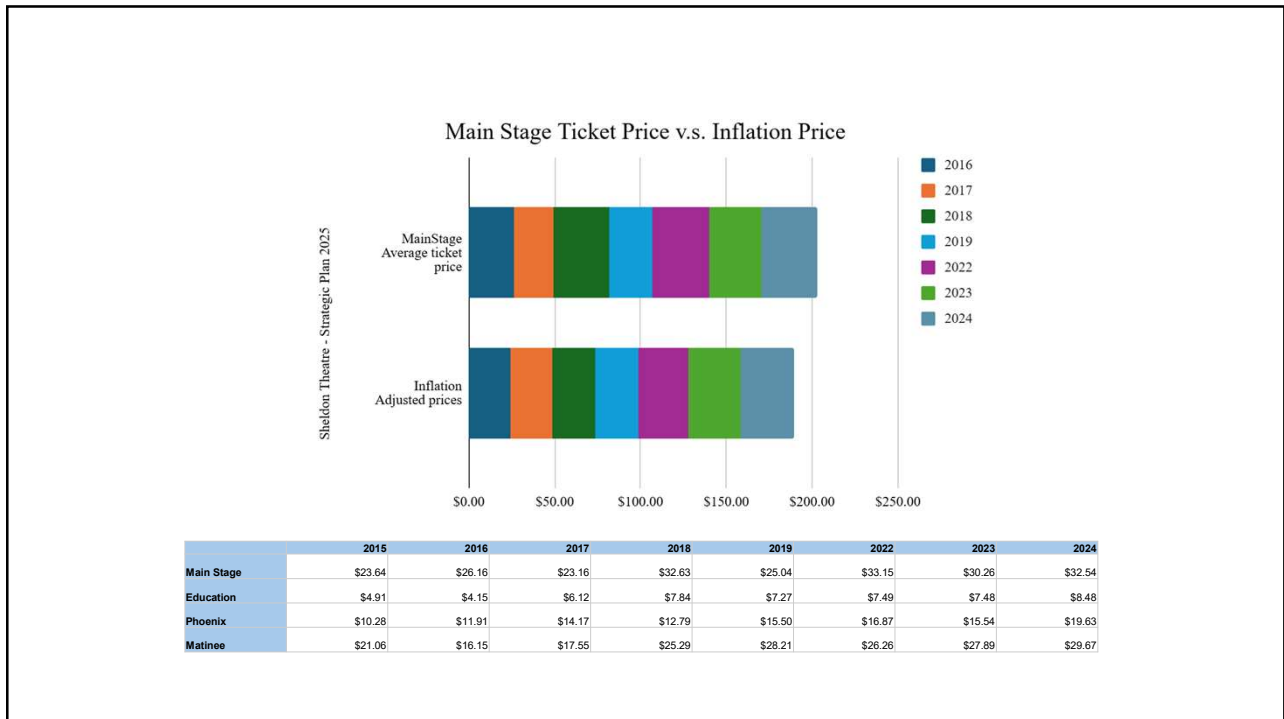
7



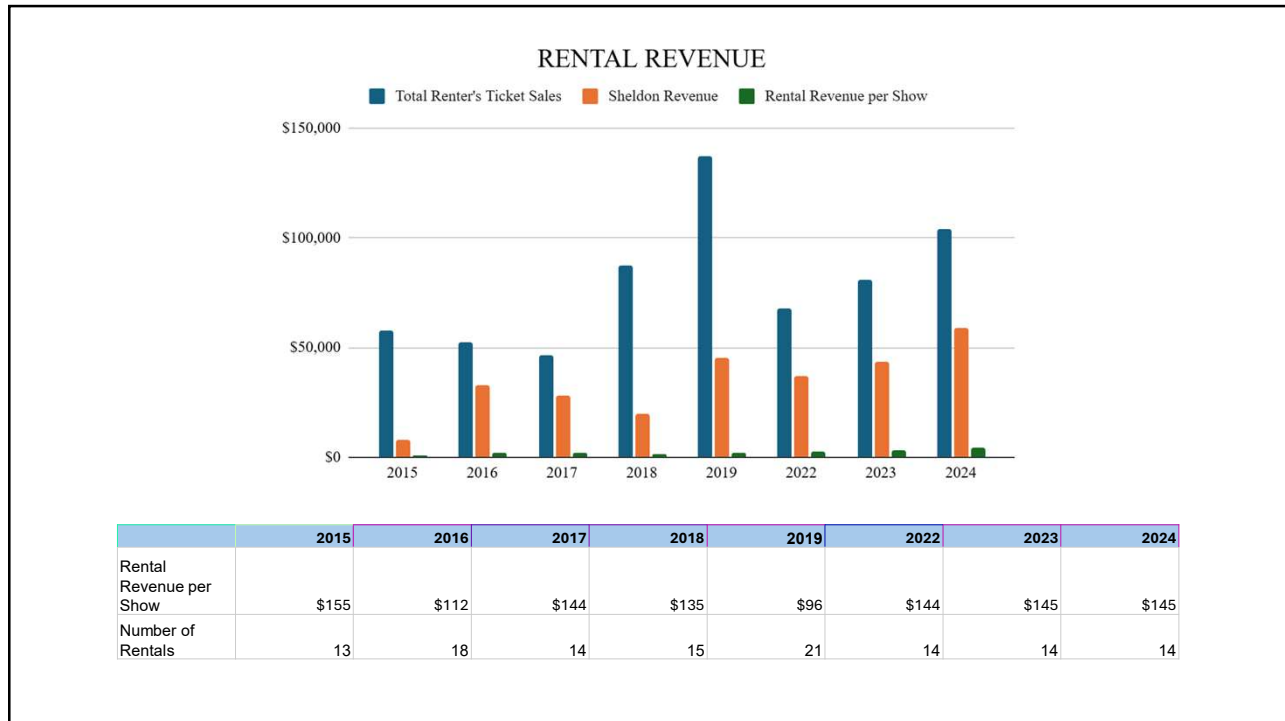
8



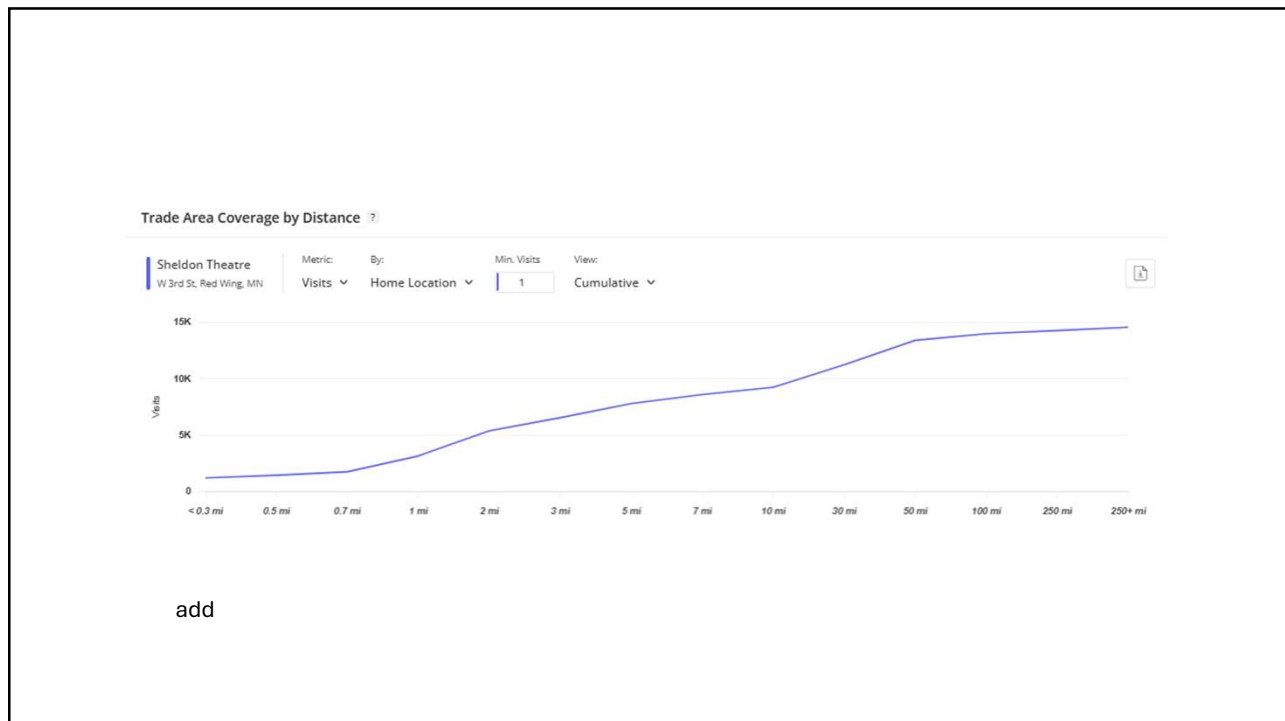
9



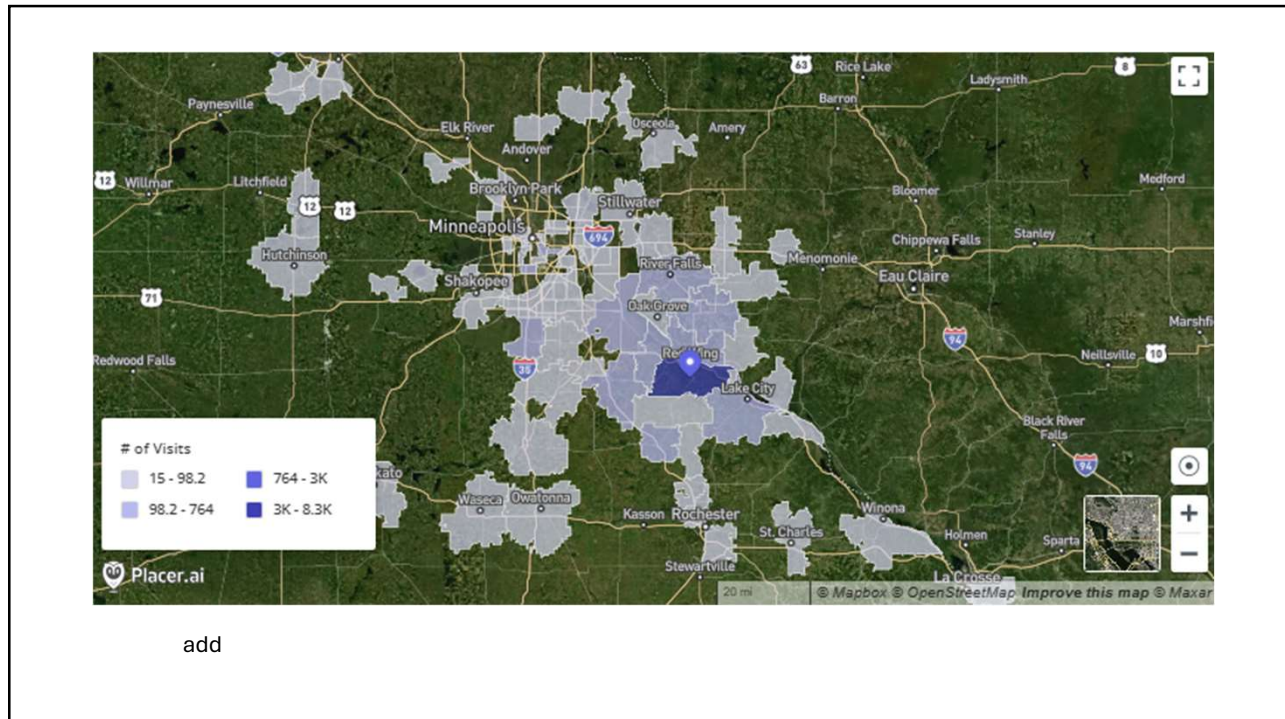
10



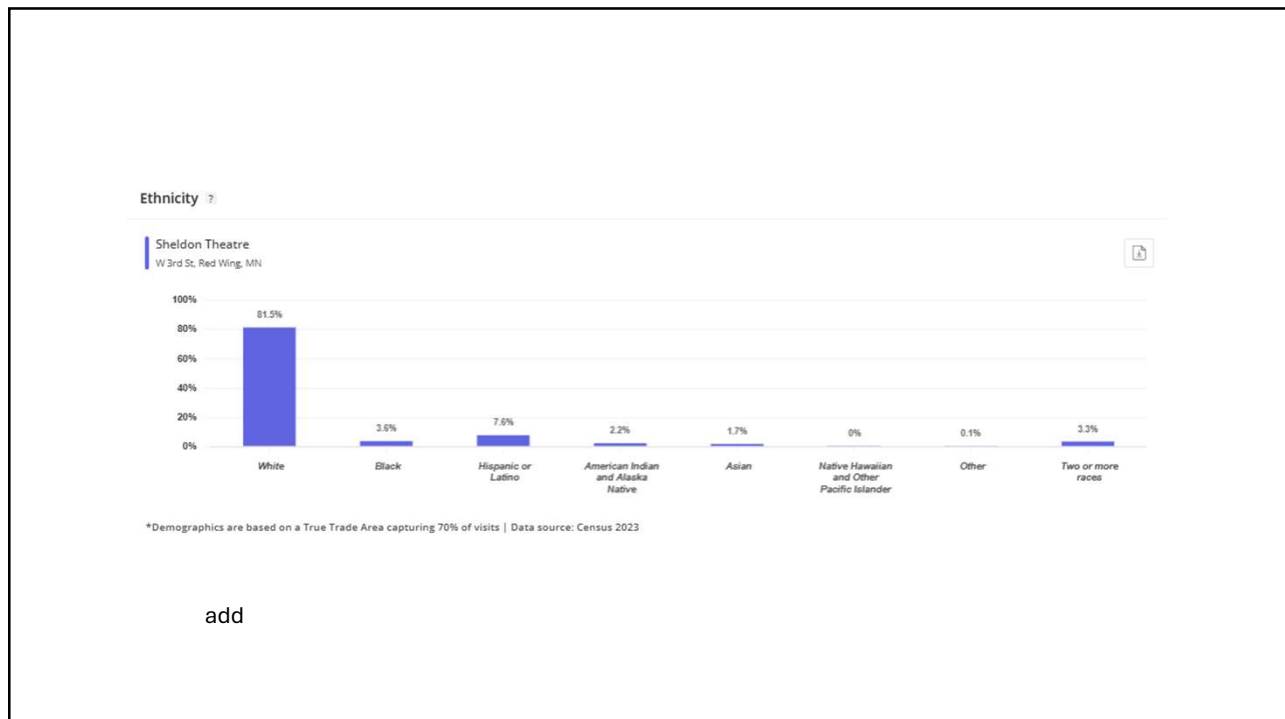
11



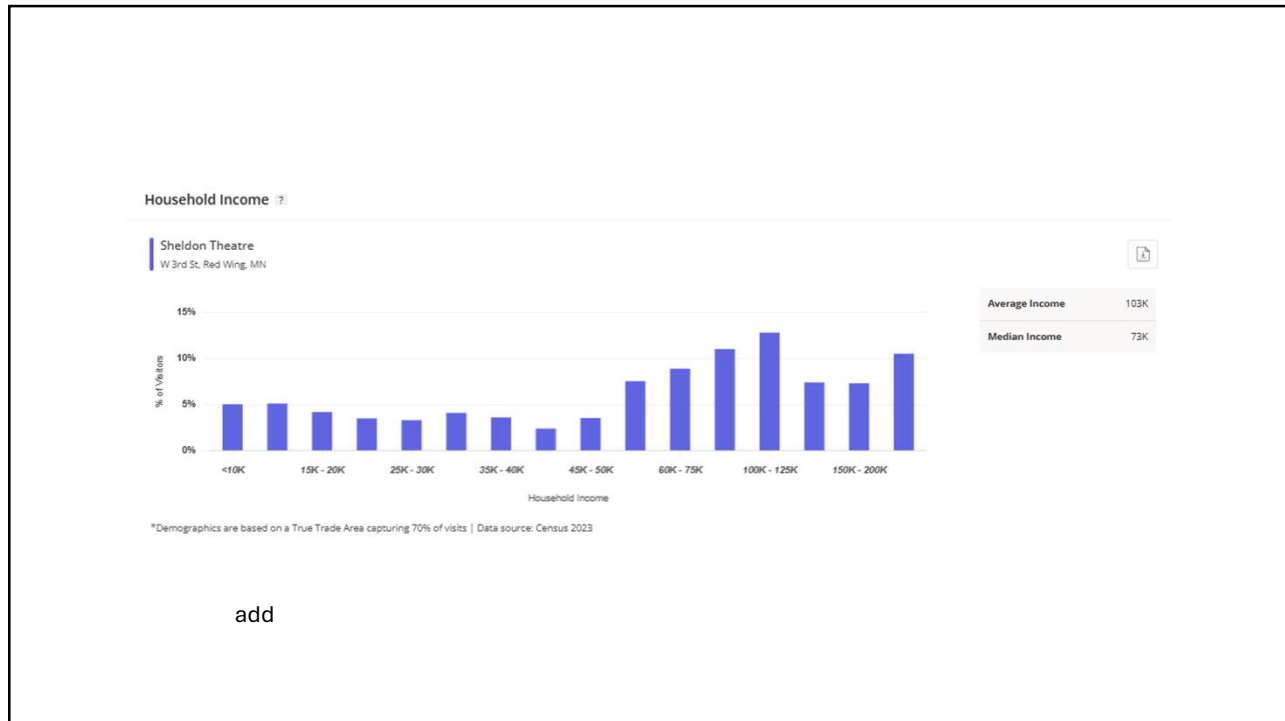
12



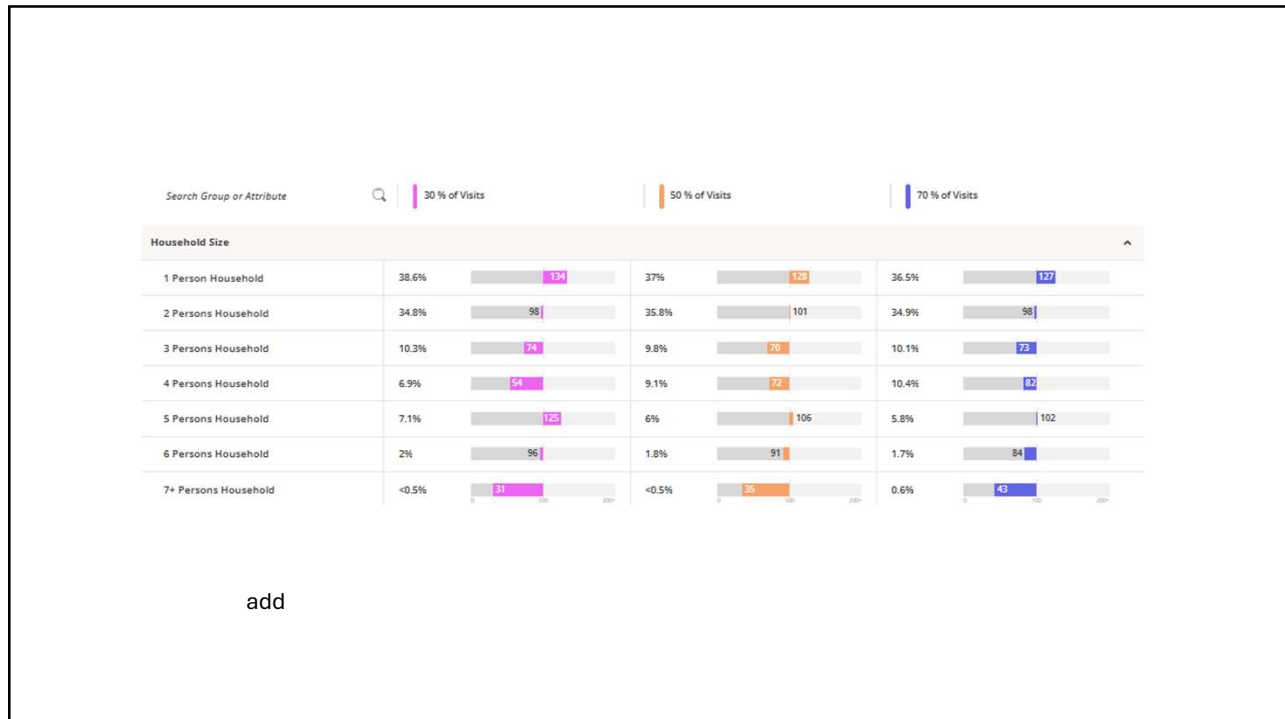
13



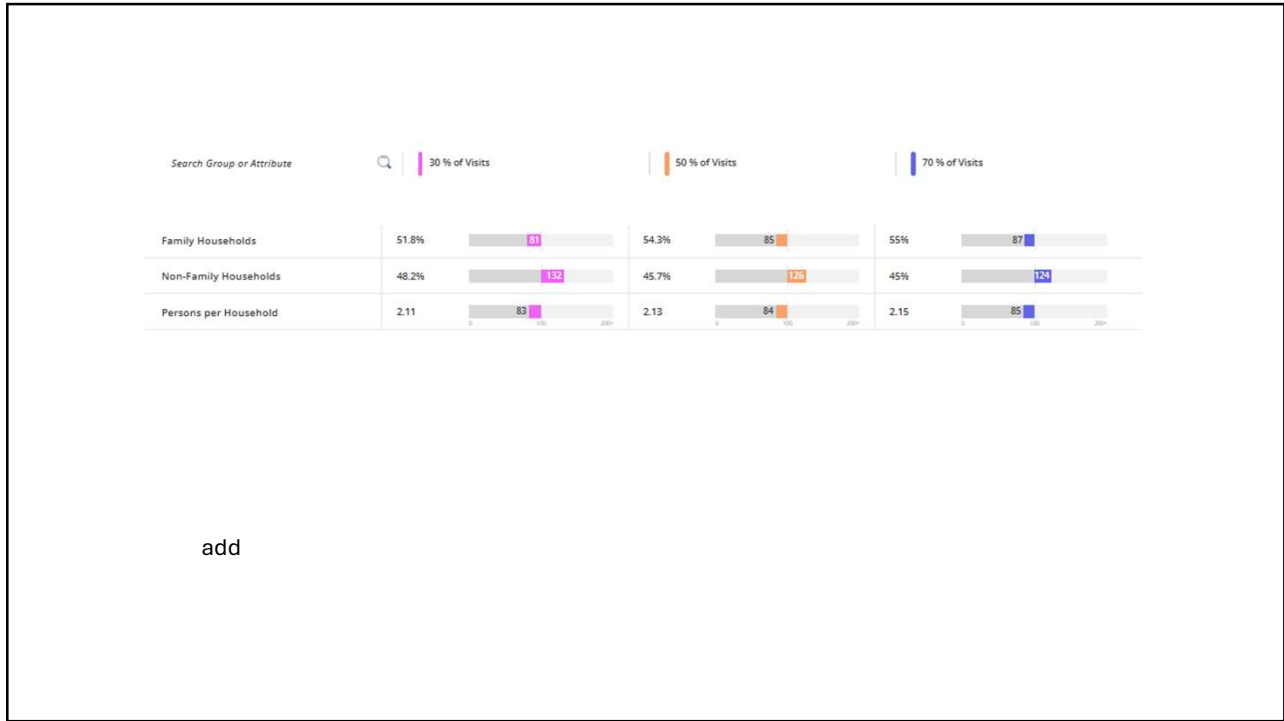
14



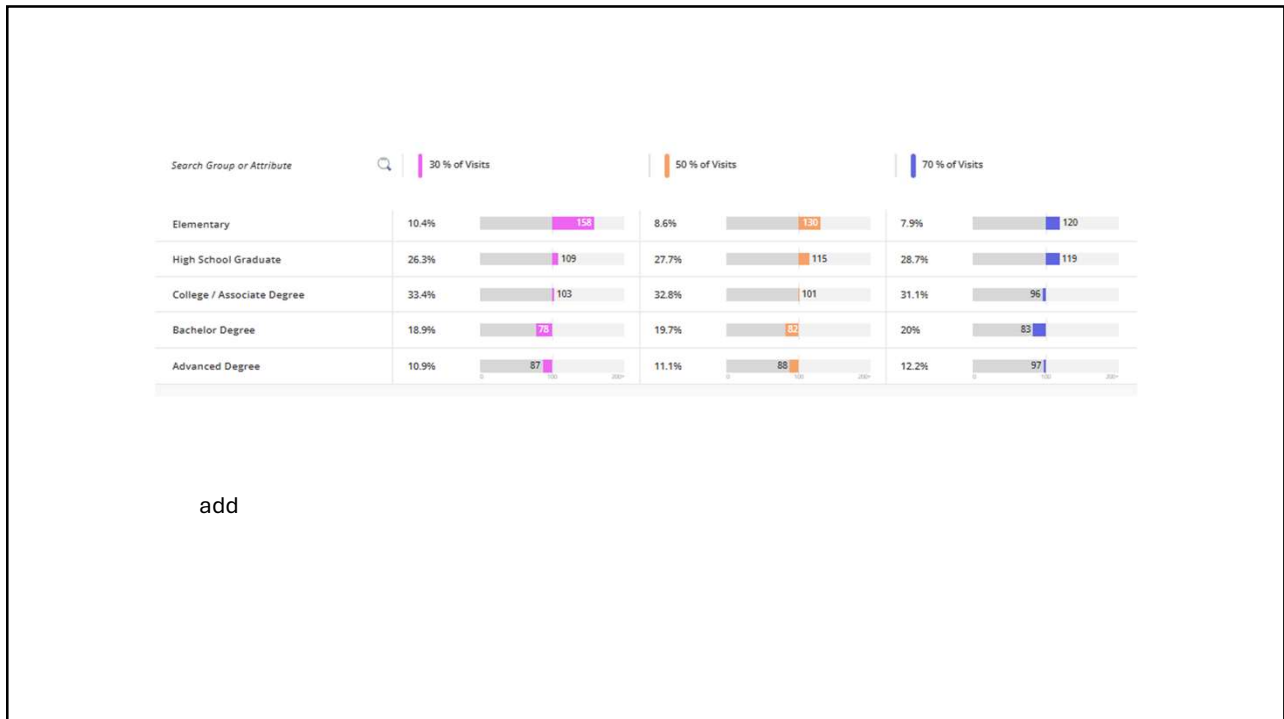
15



16



17



18

Sheldon Theatre Strategic Plan 2014-15 Priority Goals

Topic	Defined	Strategies
Sheldon Community		
	Create a sense of pride and responsibility for Red Wing's "Jewel Box"	Keep doors open for tours
	Cultivate opportunities for people to join together/offering a place for friendships	Expand audience services
		Create more social events around programs
		Expand opportunities for volunteers
	Change the programming venue for a more intimate experience (under 75 people)	Smaller events where audience is on stage
Programming		
	Provide a home for live performance experience	Building and production infrastructure upkeep/upgrades
	New opportunities for kids	
Marketing		
	Cultivate the next generation of arts attendees	Add more schools to the field trips
		Present 1-2 more family shows that appeal to kids
		provide a reason for them to come back
	Communicate with and educate new and existing audiences	Revisit our vision, mission statement, branding and elevator speech
		Hold new and different events that offer all RW residents the opportunity to enter our doors
	Engage the larger community through strategic partnerships with other organizations and smaller RW communities	All schools in Goodhue County and Western Pepin County, WI
		Increase number of school shows, Arts Alive & Stage Flight
		Create a Stage Flight II for middle school
	Utilize the most current and affordable technology and communication methods and trends	Use more local radio and TV
		Grow online postings and followers
		Reduce the need for paper tickets

COMMUNITY COMMENTS FOR THE SHELDON THEATRE STRATEGIC PLAN

2025-2030

~ Dennis Brennan ~

Comments Under Governance: By-Laws, Local/National Issues

- ADA plan. Improve ADA access. The side access is not the best.
- Better signage for ADA access.
- Accessibility committee

Community Relations: Outreach, Marketing

- Past impression of lack of support to The Phoenix. Address and resolve past issues.
- How can we serve underprivileged families and children?
- More community partnerships – Universal Music studios. High school musicians, artists at the Anderson Center, child mentorship program get them educated about the Sheldon and being on stage, Red Wing Arts.
- There is a program at the high school/college that the young adults learn to guild a guitar and then they perform at SW college

Community Relations

- Do a Winger World experience of all Red Wing people performing
- Headliners should be at the Sheldon for Big Turn Music Fest
- Some ethnicities do not celebrate by sitting in a seat
- Do community feedback letter talking about what we are doing
- Do community survey of arts needs
- Do community survey before next strategic plan

Community Relations

- Re-define the Friends group and heal the past issues where possible
- State called about no 1099 filed in past year(s) for Friends

- Stage reading or ?? During times of a month theme (Black History Month, Pow Wow, LGBTQ+, etc.)

Sustainability: Capital Needs, Succession Plans & Development

- Ticketing system
- Box office area needs to be re-imagined. Cramp space
- Re-design of all office spaces
- Make the mechanics of the pit function easier
- Sound system (not loud music but quality of sound)
- Lack of clearly defined way to give and get write-off of donation to a 501(c)(3). Cannot write off taxes for a check written to the City of Red Wing
- Seats – not comfortable and gradient is poor
- Improve dance floor
- Active review of all systems and target replacement needs and dates needed.
- Because of its age, The Sheldon needs to be looked at for overall functionality – add a second building for storage or ??
- Use of courtyard – re-design?
- Grow with Partnerships
- Future of the organ and the box seats
- Peeling paint

Growth

- One big production in a season
- Look at caliber of Big Top Tent programming
- Collaborate with all the local (regional) talent
- More matinees
- Mentorship with children/schools
- Winger World Experience – all Red Wing performers