



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 Regular Meeting
City Council Chambers, 315 West 4th Street, Red Wing, MN & Virtually
Tuesday, June 16, 2026, at 5:15 PM**

This meeting will be held in the City Hall Council Chambers and virtually via Webex at the same time. Members of the public can join this meeting either in person at City Hall or virtually. [Join the meeting via Webex](#). To join via telephone, please dial (415) 655-0001. Enter access code 2552 202 2761 and password 2026 when prompted.

- 1. Call to Order**
- 2. Pledge of Allegiance**
- 3. Roll Call**
- 4. Approval of Agenda**
- 5. Public Comment**

We now invite anyone to share their thoughts on a topic that is not on the agenda. We welcome all opinions and ideas. We appreciate you stating your name at the lectern, and please remember that personal attacks may be ruled out of order. You will have up to three minutes to comment, and we appreciate your time in coming tonight.

6. Consent Agenda

6.A. Motion to Approve April 21, 2026 Minutes.

7. Motions & General Business

7.A. Gift Acceptance for Board Approval:
\$80,000 on 5/26/26 from the Red Wing Area Fund for General Operating Support

8. Communication Items

- 8.A. Director's Report
- 8.B. Finance Report
- 8.C. Board Chair's Report

8.C.1. 2026-2030 - Sheldon Theatre Strategic Plan

8.D. Committee Reports

8.E. Government Relations Report

8.F. Board Member Comments

9. 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.

**The Sheldon Theatre Board of Directors
Regular Meeting
City Council Chambers
April 21, 2026**

Members Present: Board President Chap Achen; Board Members Laurie Bell, Meridith Wardle, Dennis Brennan, and Maria Haley

Members Absent: Member Susan Christenson (excused absence)

Others Present: Shantel Dow, Executive Director and Jordyn Foss, Youth Theater Director

1. Call to Order

Board President Chap Achen called the meeting to order at 5:15 p.m.

2. Pledge of Allegiance

President Achen led the recitation of the Pledge of Allegiance.

3. Roll Call

Roll call was conducted. President Achen and Board Members Bell, Wardle, Brennan and Haley were in attendance.

Member Christenson indicated she would be absent due to sickness.

4. Approval of Agenda

A motion was made by Member Bell, seconded by Member Wardle, to approve the agenda as drafted. A vote was conducted, and the motion carried unanimously by a vote of 5:0.

5. Public Comment

President Achen reviewed the public comment procedure.

No one wished to address the Board.

6. Consent Agenda

A. Motion to Approve March 17, 2026 Regular Meeting Minutes.

Member Wardle noted that Member Haley was not listed in the roll call section of the meeting minutes, but was present for the March 17, 2026, meeting.

A motion was made by Member Brennan, seconded by Member Haley, to approve the March 17, 2026, Regular Meeting Minutes, as revised. A vote was conducted, and the motion carried unanimously by a vote of 5:0.

7. Motions & General Business

8. Communication Items

A. Director's Report.

Director Dow provided updates and highlighted information from her report:

- She reported that the new Youth Theater Director, Jordyn Foss, started twelve days ago and shared about her initial progress in the role.
- Youth Theater Director Foss noted that an open house is scheduled for May 28 to promote summer camps and introduce upcoming programming under the new name “Sheldon Youth Center Stage”.
 - President Achen asked about upcoming performances. Youth Theater Director Foss noted that camps will include small performances, with a full musical planned for December.
- Director Dow stated that interviews for the Associate Director of Production have been completed. Samuel Boettcher, currently serving as Lead Production Technician, has been selected, with hiring for his replacement anticipated in June or July and a target start date of September 1.
- She also highlighted progress on the Jones Family Foundation grant, which supports the development of a marketing plan positioning Red Wing as a top arts destination. She noted that a filming crew recently visited multiple locations in town, including the Sheldon, and conducted an interview with Nomfusi Gotyana, a performer from South Africa. The project will showcase “big arts in a small town” as part of its initial marketing efforts.
- Director Dow discussed ongoing work related to ticket scalping and noted an upcoming meeting focused on potential legislation to address the issue.
- She reported that Director of Production Johnson has distributed rental contracts for the 2026–2027 season and is helping establish a strong operational foundation before his departure, while also supporting current events and maintenance projects.
 - President Achen asked if the Staff had any modifications in mind for the Lead Production Technician role before hiring. Director Dow confirmed that adjustments are being considered for the Lead Production Technician role to allow flexibility between 32–40 hours per week, rather than a fixed 40-hour schedule.
 - President Achen asked if the role is exempt or non-exempt. Director Dow stated non-exempt.
 - President Achen asked if there were any changes regarding the scope of the role. Director Dow noted that while no immediate changes to the scope of the role are planned, she expressed interest in expanding technical training opportunities for part-time and casual Staff.
- Director Dow noted the donation of an additional piano for the green room.
- She shared that Associate Director of Marketing and Communications Stewart is continuing marketing efforts for the remainder of the current season, and that a brochure for the next season is in development with more shows planned.
 - President Achen asked how many new shows were planned. Director Dow estimated approximately eight productions for the upcoming year, including movies.

- President Achen asked about revenue to justify the Lead Production Technician role. Director Dow stated that increased productions have not yet resulted in revenue to justify the role, noting that ticket sales are currently down due to economic conditions. She added that scheduling adjustments are being considered, with fewer spring shows and a more active summer lineup.
- Director Dow indicated that more movie screenings are planned for the coming year.
- Director Dow stated that in the development report, the Associate Director of Community Relations and Development Whipple noted that outreach efforts, including work with Tower View and other schools, have had a meaningful impact. Show sponsorship recruitment is nearing completion and trending ahead of expectations, and a grant has been submitted to the Minnesota State Arts Board.
 - President Achen asked about the financial impacts of school commitments. Director Dow stated that financial commitments from schools for the 2026–2027 season appear to be slightly increased, though she will confirm.
- She stated that Audience Services Manager Adam’s box office report highlighted a wide variety of recent programming, though ticket sales have been lower than expected. Four new volunteers have joined, each committing to work four shows per season. A volunteer appreciation event is scheduled for April 23, and Board members are invited to attend and express gratitude.
- Director Dow noted the youth theater report reiterated Jordyn Foss’s onboarding progress, including meetings with various individuals and organizations, development of summer programming, early planning for spring 2027, and establishment of the program’s formal name.

B. Finance Report.

Member Wardle reported a fund balance of just under \$500,000, compared to approximately \$400,000 year-to-date last year. She noted, however, that a transfer from the general fund was received earlier this year, impacting the comparison. She added that the budget is currently about 12% below target, though it has not been seasonalized.

Member Wardle highlighted that the Mainstage profit and loss statement is showing improvement over last year, with revenue up by approximately \$25,000 and expenses down by about \$20,000.

Member Wardle asked if there was a specific factor that affected last year’s figures. Director Dow responded that much of the difference is due to timing.

Director Dow also provided a ticket sales snapshot for the month of March.

C. Board Chair’s Report.

President Achen discussed the strategic report and the Board's role in overseeing the plan. He asked for feedback from Board members regarding their assigned areas of focus.

Board members expressed consensus in support of their assignments.

President Achen requested that each Board member first meet with Director Dow to determine their preferred level of engagement with Staff and to schedule meetings as needed. He also noted that he will send an email outlining expectations, including which goals will be reported on at specific meetings. He added that it is acceptable if there are no updates to report within two months.

D. Committee Report.

E. Government Relations Report.

F. Board Member Comments.

Member Haley reported that she will be leading a volunteer day, bringing approximately 20 people to assist with a cleanup project at the Sheldon.

Director Dow noted that Staff would be very pleased if the bike rack could be included as part of the painting project.

9. Adjournment

President Achen adjourned the meeting at 6:00p.m.



**Executive Director's Report
6/16/2026**

Submitted by: Shantel Dow & the Sheldon staff

Quick Summary:

We are off-and-running for the 2026-27 season! As you will see below, we have had an excellent response with strong ticket sales and public comment. The season reveal event was very well-attended! The Sheldon staff did a wonderful job on creating an excellent experience for our patrons. From the technical aspect to the welcoming of patrons and creating a positive atmosphere, to securing sponsors and making a fabulous video and brochure, this was a testimonial to the quality of work from our team.

Summer is busier than usual with Phoenix Theatre rehearsals for BRIGHT STAR. We also have two field trip shows scheduled this summer in response to the request/need of the YMCA and KIDS JUNCTION summer childcare programs. We also have a couple of summer rental shows and Sheldon Youth CenterStage summer camp.

In June we will hold a gathering to meet Jordyn Foss and her husband. A big thank you to Marybess & John Goepfinger for opening their home to this reception.

We are working on securing rehearsal and set-building space for the youth theatre program. It's wonderful to know that we have such a supportive and collaborative community! More to come on the final locations.

Susan and Nathan Christenson and I had a fun and productive meeting to welcome our new board member, Jill Rohan! Jill was "recruited" by Susan, so we met for a social meeting at The Port. Welcome, Jill!

Industry Sector:

MACC (MN Arts & Culture Coalition) held an annual in-person event at the Bell Museum at the University of MN in St. Paul. This organization has 150+ member organizations throughout Minnesota. There is a website in the works that will be a great tool for travelers to find arts and culture experiences throughout Minnesota.

MPN (MN Presenters Network) held a summer conference in St. Cloud last week. We had great representation from the Sheldon with 4 attending in person and 1 attending virtually. There were valuable professional development sessions, in particular, on technical riders/production, accessibility and creating an experience in the theatre. We also had the opportunity to see some showcases at the Paramount Center for the Arts and network together with other theatre staff, artists and agents from around Minnesota and even other states.

Russell's Production Report

This is my last board report as Associate Director of Production. I cherish the time I have spent as caretaker of the Sheldon ("The Aud" as I have heard it referred to). Many thanks to the Board and its support over my tenure here. Without that constant support and relationship to the City of Red Wing, the advancements in the technical systems the Sheldon can offer would not exist.

Please welcome Samuel Betcher into the role of Associate Director of Production.

- Continuing to update firmware versions on the sound console
- Started a new rental relationship with Mayo Rochester with event this week
- Finishing up the rental season with Shoreline and Fusion Dance.

Brenda's Marketing Report

1st 4 days of Sales

2025: 60 packages purchased with 776 tickets sold in packages - revenue \$26,150 - Single event tickets (those that need a password - friends) 126 tickets

Total tickets (package + single) 902 for \$35,497

Average ticket price: \$37

Discounts offered: 15%, 20% & 25%

2026: 78 packages purchased with 1074 tickets sold in packages - revenue \$43,479 - Single event tickets 176.

Total tickets (package + single) 1,250 for \$53,724

Average ticket price: \$42.50

Discounts offered: 10%, 15% & 20%

Top 5 shows: Deja Vu, The New Standards, The Lovin' Spoonful, I am-He Said, and Deuces Wild Dueling Pianos.

Samantha's Development Report

- In the first 10 days of June, we've processed 55 Friends memberships totaling \$6,200, this is up from 40 memberships in June of 2025. Friends is tracking to meet budget. Friends get first rights to purchase single show tickets; there is still time to join before tickets go on sale to the public on 6/18.
- Movie sponsorships are full for the 2026 movie season, the movie season kicks off with Wicked on Thursday, 6/18. Thank you to Food Service Specialties, The Creative Hand, Indigo Salon & Spa and Sievers Creative who are first year sponsors along with our returning sponsors, Hart's Electric, Edina Realty, Whimsy's by Krista, The Port, Red Wing Area Chamber, Visit Red Wing and Red Wing Downtown Main Street.
- Sunnyside first graders enjoyed the Sheldon on their Town Tour field trip. They got to see the Sheldon from top to bottom including the view from the studio down to the green room and spent time playing theatre games with Jordyn and learning tech tools with Sam.
- In June, grants will be submitted to League of Historic American Theatres and Jones Family Foundation. Grant reports will be submitted to Xcel Energy Foundation and SEMAC.

Leah's Box Office and Front of House Report

- The Box Office kicked into high gear following the Season Announcement on June 4th. Patrons are doing a great job ordering Season Packages online without assistance, but many still like to come to the window for personal touch.
- Since the last board report we've been busy with the local rental shows (St. John's School and Shoreline and Fusion Dance recitals.) Plus the Mayo Clinic rented the theater on June 9th for a funny and enlightening improv show: Let's Talk (and Laugh) about End-of-Life-Planning, with about 70 in attendance.
- The Staff was treated to a thank-you lunch by Board Member Dennis Brennan and Board President Chap Achen on June 10th. Thank you! It was much appreciated.
- Summer Schedules are in place for movie nights, summer shows and American Cruise Lines tours, the first of which begins this Friday. The RW City Exploration is so popular that they have to divide the tour into 2 separate coaches.

Jordyn's Sheldon Youth CenterStage Report

- Jordyn completed the development and writing of the Youth Safety Policy, which has been formally approved and is now in place.
- Summer camp registration is officially open. To date, four campers have registered, and one scholarship application has been received.
- Jordyn will be representing Sheldon Youth Centerstage at the Juneteenth and Pride celebrations in Central Park, where she will be tabling to promote summer camps and increase community awareness of Youth CenterStage programming.
- As part of ongoing professional development, Jordyn will attend a Youth Theatre Education Conference on June 16 at The Perpich Center for Arts, focusing on best practices for engaging and teaching younger children in theatre settings.
- Jordyn traveled to Fridley to acquire four large stage flats that will be incorporated into productions throughout the youth season. These reusable scenic elements will help support future productions while reducing long-term set construction costs.

**Sheldon Theatre Board
Financial Snapshot* - May 2026**

Revenue	Actual YTD	FY25 YTD	Budget YTD	Variance
Main Stage Ticket Revenue	\$ 232,566	\$ 184,160	\$ 178,350	\$ 54,216
Ticketing Service Charges	\$ 25,953	\$ 23,743	\$ 16,850	\$ 9,103
Phoenix Ticket Revenue	\$ 3,524	\$ 5,830	\$ 7,500	\$ (3,976)
Education/Field Trip Ticket Revenue	\$ 17,126	\$ 23,962	\$ 10,000	\$ 7,126
Rental Revenue	\$ 21,419	\$ 21,031	\$ 21,668	\$ (249)
Retail Sales	\$ 22,356	\$ 20,342	\$ 18,352	\$ 4,004
Transfer from General	\$ 111,000	\$ -	\$ -	\$ 111,000
Grants and Donations Revenue	\$ 265,697	\$ 214,941	\$ 173,168	\$ 92,529
Endowment Interest	\$ 199,448	\$ 164,313	\$ 192,500	\$ 6,948
Totals	\$ 899,089	\$ 658,322	\$ 618,388	\$ 280,701
Main Stage	Actual YTD	Budget YTD	Variance	
Main Stage Ticket Revenue	\$ 232,566	\$ 184,160	\$ 178,350	\$ 54,216
Main Stage Artist Fees Expense	\$ 170,191	\$ 182,182	\$ 175,000	\$ 4,809
Main Stage Income/(Expense)	\$ 62,375	\$ 1,978	\$ 3,350	\$ 59,025

*This report does not represent an actual financial statement regarding the Sheldon Theatre revenue and expenses and is used for performance management of operations only

**Sheldon Theatre Board
Ticket Snapshot - May 2026**

Main Stage Tickets Revenue	# of Shows	Tickets Sold	Occupancy %	Rev/Ticket
<i>The Cleverlys</i>	1	243	52%	\$56.56
<i>Elvis, My Way 2pm</i>	1	279	60%	\$42.48
<i>Elvis, My Way 7:30 pm</i>	1	212	45%	\$43.40
<i>Cantus</i>	1	214	46%	\$44.01
<i>Caitlyn Smith</i>	1	365	78%	\$40.09

Phoenix Ticket Revenue	# of Shows	Tickets Sold	Occupancy %	Rev/Ticket
None				

Education/Field Trip Ticket Revenue	# of Shows	Tickets Sold	Occupancy %	Rev/Ticket
None				

Rental Revenue	# of Shows	Tickets Sold	Occupancy %	Rental Revenue
<i>Mni Memory</i>	1	225	48%	0
<i>Shoreline Dance Recital 1pm</i>	1	190	41%	0
<i>Shoreline Dance Recital 6pm</i>	1	192	41%	\$2,413

SHOW	Proj. Tickets	Actual Tickets
<i>The Cleverlys</i>	\$ 12,000	\$ 13,743
<i>Elvis, My Way 2pm</i>	\$ 12,000	\$ 11,853
<i>Elvis, My Way 7:30 pm</i>	\$ 12,000	\$ 9,201
<i>Cantus</i>	\$ 10,000	\$ 9,419
<i>Caitlyn Smith</i>	\$ 14,000	\$ 14,632
	\$ 60,000	\$ 58,848

Plan Scorecard

Sheldon Theatre Strategic Plan 2026-2030

Mission: To entertain, educate and enlighten the community and its visitors through the transformative power of the performing arts

FIVE-YEAR PLAN TO ENLIGHTEN THE FUTURE

Vision: Regional prominence as a state-of-the-art performance venue for both high quality professional productions and engaged participation by local artists and audiences.

Strategic Activities	Measures	Year 1		Year 2		Year 3		Year 4		Year 5	
		Task	Progress	Task	Progress	Task	Progress	Task	Progress	Task	Progress
Regional Prominence											
Regional Marketing-Susan	Successful contacts & audiences from region	Extend invitations to 5 new groups from communities between Lake City & Rochester and have 2 show-up.		Work with Prairie Island Community to identify 1 outreach or partnership event.		Increase audience from outside 55066 by 2%.		Based on previous yrs information, increase marketing budget to allow for more targeted marketing in a 50 mile radius of Red Wing.		Develop partnerships to create a package experience (i.e. hotel room discount, tickets to a show, restaurant discount) etc..	
Digital Platform-Dennis	Expansion of audience	Assess infrastructure needs		Explore approaches for digital engagement		Finalize our approach & install infrastructure based on the approach		Develop a plan & goals related to Year 3		Start execution of the plan.	
First-time Patrons-Maria	Number tracked & surveyed	Attract 50 new first timers & send "return" coupons		Attract 50 new first timers & send "return" coupons		Attract 75 new first timers & send "return" coupons		Attract 75 new first timers & send "return" coupons		Attract 100 new first timers & send "return" coupons	
Partnerships-Jill	Grow existing partnerships	Identify current partnerships and create a plan for growth.									
Tours-Laurie	Successful arrangements	Increase tour revenue by 20%		Increase tour revenue by 50%		Increase tour revenue by 100%					
State-of-the-Art Venue											
Capital Improvement Plan for Facilities	Plan completed prioritized	Create an on-going mechanism to facilitate capital facility needs. ADA Transition Plan, Box Office Repairs, Wall Repairs		Elevator modernization, replace DDC System		ADA Transition Plan				Building decorative renewal, fire curtain replacement	
CIP for Equipment-both Chap	Plan completed prioritized	Complete equipment plan		Secure equipment funding/Implement Phase 1		Secure equipment funding/Implement Phase 2. Replace stage floor deck.		Secure equipment funding/Implement Phase 3		Survey technical equipment for further improvements	
Local Performers & Stories											
Youth Theatre program-Maria	# of students, tickets sold, audience feedback	New Director Hire/schedule 26-27 shows & classes		Secure 140 student registrations		Secure 175 students registrations, renew RWF 2-year donation.		Secure \$48,000 in show ticket revenue		Additional theatre revenue of \$5,000	
Phoenix Theatre review-Laurie	Status & benefits	Get in alignment with Phoenix with regards to Sheldon mission and processes									
Administrative Support											
Strategic Budgeting-Meridith	Steady increase in earned revenue	Identify strategies to improve earned revenue		Identify strategies to improve earned revenue		Improve our earned income revenue. By year 3, achieve a 5% earned revenue increase.					
Fundraising-Susan	Steady increase in contributed revenue	5% growth in contributed revenue. Board assistance in identifying and securing 1 new business sponsor.		5% growth in contributed revenue. Board assistance in identifying and securing 1 new business sponsor.		5% growth in contributed revenue. Board assistance in identifying and securing 1 new business sponsor.		5% growth in contributed revenue. Board assistance in identifying and securing 1 new business sponsor.		5% growth in contributed revenue. Board assistance in identifying and securing 1 new business sponsor.	
Surveying-Dennis	Installation, use & assessment of value	Establish infrastructure needs for community & show-based surveys.									