

Janis A. Barlow & Associates

Research, Planning and Management Consultants
Specializing in Theatre since 1981

JANIS A. BARLOW – RESUME

Principal.....**Janis A. Barlow & Associates**
1981 - present

COMPANY PROFILE:

The Company: Janis A. Barlow & Associates is one of North America's most respected arts consulting firms, offering a range of research, planning and management services to clients in the cultural and non-profit sectors in response to their need for clarity, objectivity and expertise.

The firm specializes in the sustainable development of theatre companies and facilities. We believe strongly in the shared experience and its power to transform communities.

The firm's success is attributed to the quality of strategic thinking, facilitated collaboration and practical experience applied to every project.

We are committed to assisting clients in their quest for custom-tailored solutions and the wisest allocation of limited resources.

- **Research Services ...** include needs and market analyses, facility inventories, audience and user surveys, case study comparisons, historical reports, funding source research and economic impact studies.
- **Planning Services ...** include strategic planning workshops, program planning, theatre space planning, feasibility studies, historic theatre rehabilitation planning, event planning and business plans.
- **Management Services ...** include organizational assessments, personnel recruitment, financing options, stabilization, project management, production management and company management.

Clients: Our clients have included over 150 private and public sector arts and cultural organizations throughout Canada and the United States.

Resources: A skilled team of consulting associates is available to assist with planning, management and building projects of every scale and scope. In addition, the firm maintains a massive database on theatre buildings and an extensive library of rare and contemporary texts on theatre production, management and design.

**JANIS A. BARLOW
RESUME**

RELATED EXPERIENCE:

Instructor.....**Brock University**
2002 - 2005

Developed and taught a 4th year course in general arts administration for the cultural studies program at Brock University.

Project Manager.....**The Ontario Heritage Foundation**
1985 - 1990

Planned and managed all aspects of the Elgin and Winter Garden project, a \$30 million restoration and renovation of two historic theatres in Toronto, Canada.

Responsibilities included project planning, creation of the building program and design criteria, operational budget forecasts, personnel management, selection of consultants and suppliers, contract administration, project budgeting and scheduling, cost control, preparation of Management Board submissions, public relations and fundraising.

The project received three preservation awards (local, national and international). Project management received excellent audited reports and references.

Theatre Consultant.....**Ontario Ministry of Culture & Recreation**
1981 - 1985

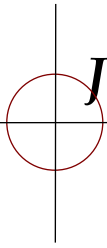
Analyzed feasibility studies, design drawings and operational plans for Ministry-funded theatre projects. Negotiated the installation of the Canadian premiere of CATS and coordinated the retrofit of the 1550-seat Elgin, the first major life safety upgrade of a public assembly building in Ontario under the new retrofit code. The retrofit was accomplished for 72% of the approved budget.

Director of Marketing & Development.....**Theatre Plus at the St. Lawrence Centre**
1979 - 1981

Managed publicity, promotion, fundraising and audience development for a professional company offering a five-play season. Designed campaigns which resulted in a 25% increase in subscriptions and a 100% increase in fundraising revenues.

Theatre Production.....**Ontario-based**
1971 - 1978

Amassed credits in 35 community, university and professional productions as director, actor, stage manager or one of various technical capacities.



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TABLE OF CONTENTS

THEATRE COMMUNITY SERVICE, APPOINTMENTS AND AWARDS.....	2
EDUCATION AND PROFESSIONAL DEVELOPMENT	3
PROJECT LIST (1990 - PRESENT).....	3
CURRENT PROJECTS	3
FEASIBILITY STUDIES.....	3
FEASIBILITY STUDIES.....	4
FEASIBILITY STUDIES.....	5
STRATEGIC AND BUSINESS PLANNING	5
CULTURAL PLANNING	7
OPERATIONAL PLANNING	7
PRELIMINARY PROJECT PLANNING, BUILDING ASSESSMENTS AND PROGRAMS	8
RECRUITMENT SERVICES	9
THEATRE AND ARTS RESEARCH AND PRESENTATIONS	10
WORKSHOPS AND CONFERENCES	10
RESEARCH REPORTS	10
LECTURES, SEMINARS AND ARTICLES	11
PROJECT PLANNING AND MANAGEMENT.....	11
THEATRE HISTORY	12
THE ELGIN AND WINTER GARDEN PROJECT.....	12
ELGIN AND WINTER GARDEN THEATRE CENTRE PROJECT STUDIES AND REPORTS (1985 - 1989).....	12
ONTARIO GOVERNMENT REPORTS (1982 - 1990).....	12
PROFESSIONAL ASSOCIATIONS AND MEMBERSHIPS.....	13
CANADA.....	13
UNITED STATES AND INTERNATIONAL	13
REFERENCES AND PROJECT DESCRIPTIONS	13
UNSOLICITED REVIEWS FOR JANIS A. BARLOW.....	14

JANIS A. BARLOW RESUME

THEATRE COMMUNITY SERVICE, APPOINTMENTS and AWARDS

Volunteer in the Arts Award, 2015 and Mayor's Patron of the Arts Award, 2011

From the City of St. Catharines for contribution to the arts

Carousel Players, St. Catharines

Serving on the Board of this distinguished professional children's theatre company since 2003.

Sandra Tulloch Award

From Theatre Ontario for contributions to the theatre, 2009

Capital Grant Reviews

Served as grant review panelist for the City of Toronto and Massachusetts Cultural Facilities Fund.

Founder and President

Arts Consultants Canada-Consultants/Canadiens en Arts (2005-9)

Instructor, Arts Administration

Contemporary Cultural Studies (CCST 4F40)
Brock University, St. Catharines, 2002 - 2005.

Theatre Museum Canada

Appointed to the Advisory Board in 2001 and Board in 2009.

Commercial Theatre Development Fund Program

Appointed by the Ministry of Culture, Tourism and Recreation to the seven-member advisory panel in 1995.

World Encyclopedia of Contemporary Theatre

Served on the Board of this international UNESCO project; a seven volume encyclopedia with entries from 160 countries, published by Routledge.

League of Historic American Theatres

(L.H.A.T.) Elected from 1990-94 to the Board and Executive of this national organization dedicated to the preservation and sustainable use of historic theatres. Awarded **Outstanding Individual Contribution Award** in 2008.

Performing Arts Development Fund of Toronto

Served as a founding Board member in 1981 to establish this agency dedicated to the promotion and marketing of the performing arts in Ontario.

Toronto Theatre Alliance

Elected to the Executive from 1980-82 and appointed as a Dora Mavor Moore Award nominator evaluating 75 eligible Toronto theatre productions in the 1982-83 season.

JANIS A. BARLOW RESUME

EDUCATION and PROFESSIONAL DEVELOPMENT

- Honours B.A., University of Guelph, Ontario (combined major in theatre and sociology)
- Certificate Program in Architectural Technology, Ryerson Polytechnical Institute, Toronto
- Construction Contract Management as practiced by the Ministry of Government Services
- Project Management Training Seminar, Ministry of Citizenship and Culture
- Media Management Training Seminar, Ministry of Citizenship and Culture
- Truss and Rigging Safety, U.S. Institute of Theatre Technology
- Fund Raising, Canadian Institute of Philanthropy
- Facilitation and Strategic Planning, Institute for Cultural Affairs

PROJECT LIST (1990 - present)

Current Projects

Strategic Plan. Mercer Union, ON

Needs Assessment. Canadian Museum for Human Rights, Winnipeg, MB

Business Planning. Rodman Hall Art Museum, St. Catharines, ON

Project Planning. Tivoli Theatre, Hamilton, ON

Film Venue Business Plan. FirstOntario Performing Arts Centre, St. Catharines, ON

Business Plan for a Theatre Centre. Goodwill Theatre, Inc., Johnson City, NY

Feasibility Study for a Performing Arts Centre. City of Lakeway, Lakeway, TX

Film Producing. "Hotshots," a documentary and trailer, FOPAC, St. Catharines, ON

Feasibility Studies

Business Plan. Dance Umbrella of Ontario, Toronto, ON (2015)

Feasibility Study for Facility Expansion. Magik Theatre, San Antonio, TX (2013)

Feasibility Study for Theater School. Goodwill Theatre, Inc., Johnson City, NY (2013)

Feasibility Assessment. Crow's Theatre, Toronto, ON (2012)

Preliminary Feasibility Study. Toronto Dance Theatre and School of TDT, Toronto, ON (2012)

Project Feasibility Review. Cahoots Theatre Company, Toronto, ON (2011)

Feasibility Study. Gardiner Museum of Ceramic Art, Toronto, ON (2011)

Feasibility Study for a new Arts and Cultural Centre. Town of Goderich, ON (2011)

Feasibility Study. The Globe Theatre, Regina, SK (2011)

Preliminary Project Assessment. Temple Theater, Meridian, MS (2011)

Business Feasibility Assessment. Toronto Media Arts Cluster (2011)

Feasibility Study. Shaw Street Arts Centre, Toronto Artscape Inc. (2010)

Feasibility Review of the Tivoli Theatre. Canadian Ballet Youth Theatre, Hamilton, ON (2010)

Feasibility Study. Alameda Theatre, San Antonio, TX (2010)

Feasibility Study for the Thunder Bay Art Gallery. Ginder Consulting, ON (2009-10)

Feasibility Study for Victoria Village Arts Centre, Toronto, Ginder Consulting, ON (2009-10)

JANIS A. BARLOW RESUME

PROJECT LIST (1990 - present) continued:

Feasibility Studies

Feasibility Study. Performing Arts Facility. City of San Angelo, San Angelo, TX (2009)
Preliminary Feasibility Assessment of the Carlisle Theatre. Dickinson College, Carlisle, PA (2009)
Preliminary Facility Needs Assessment. Town of Goderich, ON (2009)
Feasibility/Building Program/Site Selection for a Dance Centre. Legacy Centre, Halifax, NS (2009)

Capital Project Planning Training. Cultural Spaces Canada Program, Toronto, ON (2006, 2010)
Feasibility Study of the Tivoli Theatre. Canadian Ballet Youth Theatre, Hamilton, ON (2009)
Feasibility Study. Center for the Visual and Performing Arts, Harford County, MD (2009)
Preliminary Facility Needs Assessment. Halifax Dance Sector, Halifax, NS (2008)

Feasibility Study of the Lansdowne Theater. Lansdowne, PA (2008)
Preliminary Feasibility Study. Niagara Artists Centre, ON (2008)
Feasibility Study. Market Hall Theatre, Peterborough, ON (2007)
Feasibility Study. The Theatre Centre, Toronto, ON (2007)

Feasibility Study. Huish Theater, Payson, UT (2006)
Feasibility Study. Washington Theater, Quincy, IL (2006)
Feasibility Study. Uptown Theatre, Grand Prairie, Dallas, TX (2005)
Preliminary Feasibility Study. Lorraine Kimsa Theatre for Young People, Toronto, ON (2004)

Preliminary Feasibility Study of Berkeley Campus. CanStage, Toronto, ON (2004)
Feasibility Study. Goodwill Theatre, Johnson City, NY (2004)
Feasibility Study. State Theatre, Sioux Falls, SD (2003)
Business Plan and Feasibility Study. Wayne Theatre, Waynesboro, VA (2002)

Feasibility Assessment and Business Plan. Royal Conservatory of Music, Toronto, ON (2002)
Feasibility Study. Plaza Theatre, Laredo, TX (2002)
Feasibility Study of the Regent Theatre. Oshawa, ON (2001)
Majestic Theater Feasibility Study. Gettysburg College, Gettysburg, PA (2001)

Performing Arts and Education Center Feasibility Study. Franklin, MA (2001)
Feasibility Study for a New Theatre. Naperville, IL (2001)
Feasibility Study. City of Barrie Performing Arts Centre, Barrie, ON (2001)
Feasibility Study. DuPage Theatre, Lombard, IL (2001)

Benedum Foundation (Pittsburgh, PA) Projects:

- **Cultural Strategic Plan.** Berkeley County, WV (1999)
- **Management and Facility Rehabilitation Plan.** Apollo Civic Theatre, Martinsburg, WV (1999)
- **Roundhouse Feasibility Assessment.** Martinsburg, WV (2001)
- **Downtown Strategic Plan.** City of Martinsburg, WV (2000)

Feasibility Study. Amherst Cinema Center, Amherst, MA (2000)
Feasibility Study. Lincoln Theatre, Marion, VA (1999)
Feasibility Assessment and Business Plan. Hopewell Preservation, Inc., VA (1997)
The St. Jerome Performing Arts Centre: Feasibility Study. City of Kitchener, ON (1996)

JANIS A. BARLOW RESUME

PROJECT LIST (1990 - present) continued:

Feasibility Studies

Feasibility of Town Hall Renovation. Lighthouse Festival Theatre, Port Dover, ON (1994)
Arts Centre Feasibility Study (Capitol Theatre). Arts Council of Windsor and Region, ON (1993)
Civic Centre Feasibility Study. Town of Collingwood, ON (1993)
Market Analyses and Feasibility Study. Naugatuck Valley Development Corporation, Waterbury, CT (1990)

Strategic and Business Planning

Strategic and Business Plan. Rodman Hall Art Gallery, Brock University, St. Catharines (2015)
Strategic and Business Planning. Gravenhurst Opera House, (2014)
Strategic and Business Planning. Royal and McPherson Theatre Society, Victoria (2014)
Business Plan for a Theatre Centre. Goodwill Theatre, Inc., Johnson City, NY (2013-2015)

Strategic Planning. St. Catharines Performing Arts Centre (2013)
Strategic and Business Planning. St. Lawrence Centre, Toronto, ON (2013)
Strategic Planning. Hawaii Theatre, Honolulu, HI (2013)
Business Feasibility Assessment. Museum of Contemporary Canadian Art, Toronto, ON (2013)

Strategic Planning. Chorus Niagara, St. Catharines, ON (2012)
Strategic Planning Process. Essential Collective Theatre, St. Catharines, ON (2012)
Strategic Planning. 7a*11d International Festival of Performance Art, Toronto, ON (2012)
Strategic Planning. Creative City Network of Canada

Strategic Plan. Art Metropole, Toronto, ON (2011)
Business Planning. Oakville Centre for the Performing Arts. Oakville, ON (2011)
Organizational Needs Assessment. Arts Hamilton, Hamilton, ON (2011)
Organizational Needs Assessment. Art Metropole, Toronto, ON (2011)

Strategic and Business Planning. Oakville Centre for the Performing Arts, Oakville, ON (2009-10)
Strategic Planning. Black Theatre Workshop, Montreal, PQ (2003, 05, 09)
Strategic Planning. League of Historic American Theatres, Baltimore, MD (2009)
Capital Development Planning. Tarragon Theatre, Toronto, ON (2009)

Strategic Planning. Amadeus Choir, Toronto, ON (2008)
Strategic Planning. Toronto Mendelssohn Choir, Toronto, ON (2007)
Business Plan. Atlanta Fox Theatre Institute, Atlanta, GA (2006)
Strategic Planning. Niagara Artists' Company, St. Catharines ON (2005-6)

Business Plan. Richmond Hill Theatre Project, Town of Richmond Hill, ON (2005)
Strategic Planning. Shaw Festival, Niagara-on-the-Lake, ON (2005)
Strategic Planning. Princess Theatre, Winnsboro, LA (2005)
Project and Business Planning. Rails End Gallery, Haliburton, ON (2005)

**JANIS A. BARLOW
RESUME**

PROJECT LIST (1990 - present) continued:

Strategic and Business Planning continued:

Strategic Planning. Equity Showcase, Toronto, ON (2004)

Strategic Planning. Modern Times Stage Company, Toronto, ON (2004)

Strategic Planning. Theatre Ontario, Toronto, ON (2003)

Roundhouse Project Business Plan. Berkeley County Roundhouse Authority, WV (2003)

Strategic Plan. Theatre Museum Canada, Toronto, ON (2003)

Strategic Plan. Staunton Cultural Alliance, Staunton, VA (2003)

Strategic Plan. Lorraine Kimsa Theatre for Young People, Toronto, ON (2003)

Strategic Planning and Management Consultation. Toronto Artscape Inc., Toronto, ON (2003)

Business Plan. Provincetown Theatre Company, Provincetown, MA (2002)

Business Plan Review. Chatham Capitol Theatre, Chatham, ON (2002)

Strategic Plan. Carousel Players, St. Catharines, ON (2002)

Business Plan Review. Fox Theatre, Tucson, AZ (2002)

Five Year Strategic Business Plan. Provincetown Repertory Theatre, Provincetown, MA (2002)

Business Plan. Provincetown Theater, Provincetown, MA (2002)

Business Plan. DuPage Theatre, Lombard, IL (2001)

Strategic and Business Plan. The Ritz Theatre, Tiffin, OH (2001)

Strategic Planning. York University Theatre Department, Toronto, ON (2001)

Strategic Planning Workshop. Gallery Players of Niagara, St. Catharines, ON (2001)

Strategic Planning Workshop. Canadian Orpheus Male Choir, Hamilton, ON (2001)

Strategic Plan. Orpheum Theatre Foundation, Phoenix, AZ (2001)

Five-Year Plan, Academy of Music. Northampton, MA (2001)

Performing Arts Centre Business Plan. Performing Arts Centre, Staunton, VA (2001)

Strategic Plan and Building Program for the National Performing Arts Centre of Sri Lanka. Ministry of Culture, Sri Lanka (2000)

Strategic Plan. Tampa Theatre, Tampa, FL (2000)

Strategic Plan. Coronado Theatre, Rockford, IL (2000)

Strategic Business Plan. The Colonial Theatre, Downtown Pittsfield, Inc., MA (1999)

Theatre Business Plan. Surrey Arts Centre, City of Surrey, BC (1999)

Five Year Strategic Business Plan. Paramount Theatre, Austin, TX (1998)

Strategic Plan. Toronto Arts Council Foundation, Toronto, ON (1998)

Management Consultation and Business Plan Outline. Factory Theatre, Toronto, ON (1996)

Strategic Plan. Toronto Arts Council, Toronto, ON (1998)

Strategic Planning and Business Plan Outline. Saenger Theatre, Biloxi, MS (1995)

Strategic and Business Plan. Young Peoples Theatre, Toronto, ON (1995)

Introduction to Strategic Planning. Community Theatre Centre, Sault Ste. Marie, ON (1994)

Strategic and Business Plan. The Community Theatre Centre, Sault Ste. Marie, ON (1994)

JANIS A. BARLOW RESUME

PROJECT LIST (1990 - present) continued:

Cultural Planning

Community Cultural Policy Planning. Canadian Urban Institute, City of Kingston, ON (2009-10)
Niagara Regional Cultural Plan. Authenticity, Cultural Planning Committee, Niagara, ON (2010)

Cultural Plan. Harford County, MD (2009)

Cultural Plan. Staunton Cultural Alliance, Staunton, VA (2003)

Cultural Strategic Plan. Berkeley County, WV, for the Benedum Foundation, Pittsburgh, PA (1999)

Cultural Plan. for NL Hushion Associates, Surrey, BC (1999)

Operational Planning

Operating Model Review. Elgin & Winter Garden Theatre Centre, Toronto, ON (2013-14)

Audience Survey. Gallery Players, Niagara, ON (2014)

Organizational Development. Gallery TPW, Toronto, ON (2013)

Organizational Development. Toronto Media Arts Cluster, Toronto, ON (2011, 13)

Operational Review. Windsor Symphony Orchestra, Windsor, ON (2012)

Organizational Development Planning. School of Toronto Dance Theatre, Toronto, ON (2009)

Organizational Review and Stabilization. Niagara Symphony, St. Catharines, ON (2009)

Governance Review. Austin Theatre Alliance, Austin, TX (2009)

Theatre Governance Study. City of Winnipeg, MB (2008)

Capital Campaign Planning Advice Workshop. Cahoots Theatre Projects, Toronto, ON (2007)

Operational and Organizational Review. Elgin and Winter Garden Theatre, Toronto ON (2005)

Organizational Assessment. Manitoba Theatre for Young People, Winnipeg, MN (2005)

Organizational Audit. Toronto Artsweek, Toronto, ON (2003)

Needs Assessment. The Professional Association of Canadian Theatre, Toronto, ON (2000)

Operational Planning. Belcourt Theatre, Nashville, TN (2000)

Operational Planning and Human Resource Issues. Ritz Theatre, Tiffin, OH (2000)

Operational Assessment. Niagara Artists' Company, St. Catharines ON

Financial Analysis and Policy Development. Grand 1894 Opera House, Galveston, TX (1999)

Board Assessment. Toronto Dance Theatre, Toronto, ON (late 1990s)

Needs and Market Assessment. Colonial Theatre, Pittsfield, MA (1999)

Management Review and Recommendations. 12 Alexander Street Theatre, Toronto, ON (1997)

A Design Development Strategy for Alumni House. University of Guelph, ON (1993)

Market and Economic Impact Study of the Savoy Theatre. Town of Glace Bay, NS (1991)

Communications and Marketing Plans. Provincial Archives of Ontario, Toronto, ON (1991)

Operations, Management and Marketing Options for the Carolina Theatre. Durham, NC (1990)

JANIS A. BARLOW RESUME

PROJECT LIST (1990 - present) continued:

Preliminary Project Planning, Building Assessments and Programs

Design Committee Vice Chair. St. Catharines Performing Arts Centre, St. Catharines, ON

Preliminary Project Assessment. Temple Theater, Meridian, MS (2011)

Building Program. Toronto Dance Theatre and School of TDT Toronto, ON (2011-12)

Building Program. St. Catharines Performing Arts Centre, St. Catharines, ON (2011)

Project Consultation. Cahoots Theatre Projects. Toronto, ON (2009-10)

Theatre Needs and Condition Assessment. Dickinson College, Carlisle, PA (2009)

Project Consultation. Historic Lansdowne Theater Inc., Lansdowne, PA (2009)

Preliminary Project Planning. Colonial Theatre, Phoenixville, PA (2008)

Ownership/Governance Review. Egyptian Theatre, DeKalb, IL (2007)

Needs Assessment. CanStage, Toronto, ON (2005)

Design Analysis and Operating Implications. Esplanade Arts Centre, Medicine Hat, AB (2003)

Condition Assessment and Program Analysis. Forum Theatre, Binghamton, NY (2003)

Project Planning. Royal Conservatory of Music, Toronto, ON (2002)

Project Planning. New England Center for the Performing Arts, Franklin, MA (2002)

Yucca Theatre Assessment. Midland Community Theatre, Midland, TX (2001)

Project Planning. Majestic Theater, Gettysburg, PA (2000)

Rehabilitation Consultation. Grand Theatre, Kingston, ON (2000)

Historical Research and Building Program. Majestic Theatre, Gettysburg, PA (2000)

Project Assessment. Monroe Theatre, Rochester, NY (2000)

Ancillary Program Space Development. Flynn Theatre, Burlington, VT (1998)

Theatre Consulting. IER Associates, Arts and Cultural Centre Feasibility Study, Richmond Hill, ON (1997)

Theatre District Development Charette. City of Boston, MA (1996)

Facility Development Guidelines. "A Noise Within" Company, Glendale, CA (1994)

Condition Report on the Capitol Theatre. Business Improvement Area, Sarnia, ON (1993)

Project Planning: Priorities for Phasing. Lucas Theatre for the Arts, Savannah, GA (1993)

Toronto Theatre Inventory. Drivers Jonas/ERA, Raptor Stadium Theatre, Toronto, ON (1990)

Program Options for the Tivoli Theatre. Tivoli Enterprises, Inc., Downer's Grove, IL (1991)

Project Assessment of the Strand Theatre. Save Our Strand Inc., Ithaca, NY (1991)

Project Assessment, Building Program for the Carolina Theatre. City of Durham, NC (1990)

JANIS A. BARLOW RESUME

PROJECT LIST (1990 - present) continued:

RECRUITMENT SERVICES

Executive Search, Hawaii Theatre, Honolulu, HI (2014)

360 Degree Performance Review, Niagara Symphony Association (2013)

Executive Director, Niagara Symphony, St. Catharines, ON (2012)

Musical Director, Niagara Symphony, St. Catharines, ON (2008-2010)

Executive Director, Niagara Symphony, St. Catharines, ON (2008-2009)

Artistic Director/General Manager, Theatre North West, Prince George, BC (2007)

General Manager, Carousel Players, St. Catharines, ON (2006)

Executive Director, Fox Theatre Institute, Atlanta, GA (2006)

Artistic Director, Carousel Players, St. Catharines ON (2006)

General Manager, Theatre Direct, Toronto, ON (2006)

Theatre Manager, Richmond Hill Performing Arts Centre, Richmond Hill, ON (2006)

Artistic Director & Managing Director, Theatre New Brunswick, Fredericton, NB (2005)

Technical Director Search Assistance, Majestic Theatre Project, Gettysburg, PA (2005)

Senior Management Searches, Majestic Theatre Project, Gettysburg, PA (2004-05)

Executive Director, Austin Theatre Alliance, Austin, TX (2003-04)

Executive Director, Majestic Theatre Project, Gettysburg, PA (2003)

Artistic Director, Theatre New Brunswick, Fredericton, NB (2003)

Architect, Majestic Theatre Project, Gettysburg, PA (2003)

Artistic Director, Lorraine Kimsa Theatre for Young People, Toronto, ON (2002)

President Selection Criteria Development, Toronto Arts Council, Toronto, ON (2002)

Executive Director Selection Facilitation, Toronto Arts Council, Toronto, ON (1999)

Executive Director Search Assistance, Colonial Theatre, Pittsfield, MA (1999)

Staff, Board, Artistic Director, Factory Theatre, Toronto, ON (1996)

Architect, Carolina Theatre Project, Durham, NC (1991)

Staff, Consultants, Operators, Elgin and Winter Garden Project, Toronto, ON (1985 - 1990)

JANIS A. BARLOW RESUME

THEATRE AND ARTS RESEARCH AND PRESENTATIONS

Workshops and Conferences

Project Planning Workshops for Toronto Artscape Inc.

Feasibility Study Workshops for ArtsBuild Ontario and Cultural Spaces Canada

Building Blocks Forum Moderating. Toronto, ON

Commercial Theatre Conference. Toronto Theatre Alliance, Toronto, ON

Envisioning and Strategic Planning Workshops for dozens of theatre companies, facilities and companies planning to develop or rehabilitate a theatre, as well as arts service organizations such as:

American

- Ohio Arts Presenters Network (Columbus, OH)
- League of Historic American Theatres (2 x)
- Paramount Theatre (Austin, TX)
- Fox Theatre, (Atlanta, GA)
- Majestic Theatre Project, (Gettysburg, PA)
- Tampa Theatre (Tampa, FL)
- Academy Theatre, (Northampton, MA)
- State Theatre, (Sioux Fall, SD)

Canadian

- Opera.ca (Toronto, ON)
- TYA Caucus, PACT (Stratford, ON)
- Canadian Actors Equity Association (Toronto, ON)
- Canadian Conference on the Arts (Ottawa, ON)
- Mendelssohn Choir, (Toronto, ON)
- Shaw Festival, (Niagara-on-the-Lake, ON)

Research Reports

Calgary Cultural Facilities Inventory, Art Spaces Research Committee and CADA, 2012-13

Research and Development of Workshops for Arts Organizations Considering Capital Projects in Ontario. Ontario Arts Facility Finance Fund, ON (2003)

Building Blocks: New Tools and Strategies for Funding Bricks and Mortar in the Cultural Arena – A Policy Makers' Forum. Association of Arts Service Organizations in Ontario, Toronto (2001)

Performing Arts Managers Needs Assessment. P.A.C.T./Theatre Ontario, Toronto, ON (2000)

A Preliminary Historical Report of the Loew's Theatre, Montreal. Proximo, Inc., Montreal, QC (2000)

Grand Opera House of St. Catharines, 1877-1926. Historical Society of St. Catharines, ON (1993)

A Guide to Archives and Historic Theatre Research. League of Historic American Theatres (1992)

History, Status and Current Needs of the Performing Arts in Ontario. Ministry of Culture and Communications, Toronto, ON. (See also "Lectures, Seminars and Articles") (late 1980s)

JANIS A. BARLOW RESUME

LECTURES, SEMINARS and ARTICLES

Project Planning and Management

Nonprofit Theatre Board Summit. League of Historic American Theatres, Nashville (2015)

Comparing Theatre Flooring. League of Historic American Theatres, Minnesota (2013)

Theatre Design Then and Now. League of Historic American Theatres, San Diego (2012)

Presenters and Other People. ArtsMarket, Durham, NC (2011)

Arts Council Mission and Development Options. Arts Hamilton (2010)

Facilitation, Change Management and Conflict Resolution. Arts Consultants Canada (2009)

Creating A Successful Performing Arts Centre. Niagara Arts Centre Task Force, (2010)

Cultural Institutions and Community Sustainability. Creative Cities Ontario, Barrie, ON (2010)

Making Rehabilitation Choices. League of Historic American Theatres, Los Angeles (2006)

Performing Arts Management Concepts. Multiple Clients. (2003)

Capital Campaign Development. Multiple Clients. (2003)

Training and Coaching Workshops in Feasibility Studies and Cultural Project Management.

ArtsBuild Ontario, Toronto Artscape Inc. and Cultural Spaces Canada.

Keynote Address. CITT/ICTS Annual National Conference, Toronto, ON

Rehabilitation Choices. League of Historic American Theatres, Los Angeles, CA

ArtsBuild Ontario *From Inception To Completion - An Introduction To Capital Project Planning.*

London, ON, Ottawa, ON, Toronto, ON, Whitby, ON

Creative Clusters – Planning a “Yes-Yes” Project. Artscape, Toronto, ON

Ten Steps in Successful Project Planning. L.H.A.T., Philadelphia, PA

A Theatre Manager’s Guide to the Ontario Building Code. Theatre Ontario, Toronto, ON

Institutional Branding – Finding and Selling Your Uniqueness. League of Historic American Theatres, Minneapolis, MN

Mapping Out the Road: Restoration and Business Planning for Your Historic Theatre. League of Historic American Theatres, New York, NY

The Economic Impact of the Arts. Berkeley County Chamber of Commerce, WV

The Evolution of the Board of Directors. League of Historic American Theatres, Philadelphia, PA

Connecting the Dots Through Strategic Planning. LHAT, Boulder, CO

The Effect of Theatre Property Tax Relief in Ontario 1997. A Deputation, Toronto, ON

Memoirs of an Historic Theatre Consultant. Historic Theatres’ Trust, Montreal, QC

An Economic Development Strategy for the City of Toronto, 1996. A Deputation, Toronto, ON

Where Are We? Factory Theatre Newsletter, Toronto, ON

There’s No Business Like Show Business. T.T.A. Reports, Toronto, ON

Design Issues in the Rehabilitation of Historic Theatres. ICOMOS Canada Symposium, Halifax, NS

Master Planning. League of Historic American Theatres, San Francisco, CA

The Role of the Project Manager. League of Historic American Theatres Bulletin, January, 1991

Planning and Budgeting. Performing Arts Development Fund of Toronto Seminar, Toronto, ON

Theatre Restoration. Rotary Club, St. Catharines, ON

Historic Theatre Archives. League of Historic American Theatres, Jacksonville, FL

Choosing a Preservation Philosophy. League of Historic American Theatres, Detroit, MI

Commercial Theatre in Toronto. Downtown Rotary Club, Toronto, ON

JANIS A. BARLOW RESUME

Theatre History

The Puzzle Wall (Grand Opera House, St. Catharines). Niagara Peninsula History Conference
Our Fair Lady: Researching the History of the Grand Opera House. Downtowner, St. Catharines, ON

Edwardian Theatres of Toronto. Universities of Victoria and British Columbia

The Evolution of Scenic Art. Scottish Rite Club, Hamilton, ON

The History of HVAC in Theatre Architecture. Ryerson Polytechnical Institute, Toronto, ON

The Evolution of Rapp & Rapp Theatre Design (slide presentation)

The Evolution of Thomas Lamb Theatre Design (slide presentation)

The Elgin and Winter Garden Project

Conservation, Restoration and Adaptive Reuse. Toronto and Ryerson Schools of Architecture, ON

The Operating Agreement. Commercial Producers' Conference, Toronto, ON

A Government Initiative. Association for Canadian Theatre History, Hamilton, ON

Health and Safety Issues. United States Institute for Theatre Technology (U.S.I.T.T.), Los Angeles, CA

In the Context of the Theatre Block. Ontario Professional Planners Institute, Toronto, ON

Planning and Project Management. U.S.I.T.T., L.H.A.T., A.S.H.R.A.E.

Design Solutions. International Interior Design Exposition (I.I.D.E.X.), Toronto, ON

Elgin and Winter Garden Theatre Centre Project Studies and Reports (1985 - 1989)

A Restoration Proposal. The Ontario Ministry of Citizenship and Culture, ON

A Financial Analysis of Future Building Operations. The Ministry of Citizenship and Culture, ON

A Project Management Guide. The Ontario Heritage Foundation, ON

A Master Plan for the Elgin and Winter Garden Theatre. The Ontario Heritage Foundation, ON

Elgin Theatre Design Analysis. The Ontario Heritage Foundation, ON

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Ontario Theatre – A Ten Year Capital Strategy. Ministry of Citizenship and Culture, ON

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Design Analyses. Arts Centre Proposals for Markham, Kitchener, ON

Operational Plan for Expo Pavilion Relocation Proposal. Ministry of Culture and Recreation, ON

JANIS A. BARLOW RESUME

PROFESSIONAL ASSOCIATIONS and MEMBERSHIPS

Canada

Member, Theatre Museum Canada
Member, Art Gallery of Ontario
Member, Niagara Artists Centre

Founding Member/Past President, Arts Consultants Canada - Consultants Canadiens en Arts
Founding Member, *Those Women: Consultants to the Arts*

Member, Canadian Institute of Theatre Technology
Member, Theatre Ontario
Member, Toronto Association for the Performing Arts

United States and International

Member, Americans for the Arts
Member, League of Historic American Theatres
Member, Theatre Historical Society of America
Member, The Theatres' Trust, Great Britain

REFERENCES and PROJECT DESCRIPTIONS

Available on request.

JANIS A. BARLOW RESUME

UNSOLICITED REVIEWS for JANIS A. BARLOW

Thank you for a thoroughly professional effort all the way through the project. Several council members expressed their thanks to the committee for its hard work. I told them a key was that we selected you to lead the way. It has been a genuine pleasure to work with you and get to know you. Thank you again for a great job!

- Jim Reiners, Committee Member
Lakeway Performing Arts Centre, 2015

Thanks so much, Janis, for your beautiful maneuvering through the business plan. I hope you were pleased with the response. You have set us on a very positive course for the future!

- Stuart Reid, Director & Curator
Rodman Hall, 2015

I've known Janis Barlow for almost 30 years and can attest that she is a notable arts administrator whose selfless devotion to the historic theatre field, cultural facility issues and the capacity building of arts organizations has helped to empower others to revitalize our cultural organizations, Boards and downtown communities.

- Jane Gardner, General Manager
Carousel Players, 2015

One of the pleasures of my involvement on the RMTS Board that I will recall most fondly is participation in the launch of the development of a business plan to meet the challenges of the "theatre world" today and into the future and, in particular, the opportunity that undertaking presented to make your acquaintance.

- Judy Scott, Board of Directors Member
Royal MacPherson Theatres Society, 2015

I just wanted to thank you again for your contributions to the blog post on innovation and excitement. I've received some really positive feedback on it... and one person said "inspired" which is always the ultimate aspiration.

- Brandon Moore, Communications Coordinator
Theatre Ontario, 2014

JANIS A. BARLOW RESUME

Prior to coming to the NSA, I only knew Janis by reputation. Well, I must tell you that her (well deserved and almost astonishingly positive) reputation does not come close to doing her justice. Her diplomacy, her calm, her wisdom, her organizational skills and her generosity, go so far beyond words, I will not even attempt to find the superlatives.

- Jack Mills, Executive Director,
Niagara Symphony Association, 2010

*Recognized by The League of Historic American Theatres with the **2008 Outstanding Individual Contribution** for "vision, dedication, selflessness and outstanding contributions, inspiring excellence in the preservation, restoration and sustainable operation of historic theatres throughout North America."*

- Atlanta LHAT Conference, July, 2008

I just wanted to take a moment to thank you again for your excellent work in the meetings . . . everyone came out of the retreat having learned something new about themselves or the company.

- Peter Farbridge, Co-Founder,
Modern Times Theatre Company, 2004

Board members were very pleased to have had the opportunity to participate in the workshop. Your approach was both collegial and professional and encouraged cooperation from a disparate and independent group. I believe that as a result of the retreat, our Board is in a much stronger position to make decisions in the coming months and years.

- Don Moffat, President
Toronto Arts Council, 2003

The board was energized by the outcome [of your workshop], and excited about moving forward with a strategic plan that everyone can buy into.

I would also like to say that your style of working with the group was effective, inclusive and motivating. We really appreciate your efforts, and hope to have the opportunity to work with you again.

- Judy Beaumier, Executive Director
Ohio Arts Presenters Network, 2001

The more I read this thing, the more value I see in it. Again and again, I have pulled references from it. How refreshing to actually have a sensible, well-considered, easily understandable plan!

However, I must say the work you have done has spoiled this organization. Clear communication, good organization, documented results, value for funds invested - can you believe it? Now we expect that from everybody we work with! Ruined. We're just ruined.

- Lee Ann Prescott, Executive Director
Lincoln Theatre, Marion, VA, 1999-2000

JANIS A. BARLOW RESUME

... thank you for the tremendous amount of hard work and guidance you put into the development of our new strategic plan. I think all of us here agree that it has been an extraordinary experience, one that taught us more than we had dared even hope for. It's safe to say that you have broadened our knowledge, focused our vision and energized us toward a future that is indeed ours to create.

- Jim Baudin, President-Elect, Paul Beutel, Exec. Director,
Don Cox, Past President, Bill Willis, President,
Paramount Theatre, Austin, TX, 1997 - 1998

From The Theatres' Trust Bulletin, 1998... Canadian expertise and commitment to historic preservation was magnificently demonstrated in the restoration headed by Janis Barlow at the Siamese twin (one above the other) Winter Garden and Elgin Theatres in Toronto, where, incidentally, as well as restoring faithfully two fine and wonderfully contrasting interiors, old painted scenery was also conserved and displayed. You will travel far to see work of this quality equalled, let alone surpassed.

- John Earl, Founding Executive Director
The Theatres' Trust, Great Britain, 1998

Here in Savannah when we have need of an outside theatre consultant, we generally take one of two approaches. We either hire some fellow with an accent and a beret to come down here and tell us what to do, or we say to ourselves, "ah, hell, let's just get Bubba to do it."

You're somewhat in between the two and, may I say, it's a refreshing change.

- Board Member,
Lucas Theatre, Savannah, GA, 1993

In all her work, both in individual and group situation, Janis shows superb listening skills and an excellent ability to synthesize and move a debate forward. She is clearly a firm believer in empowering groups to identify their own priorities and plan for the future.

I have no hesitation in providing the highest recommendation for her skills, understanding and commitment to her area of expertise.

- Nancy Hushion
Arts Consultant, 1993

I would have no hesitation recommending Janis Barlow and a consulting team selected by her as project managers for restoration or upgrading of any heritage building.

- John Henderson Moore, F.C.A., Chairman
Elgin and Winter Garden Theatre Committee, 1985-1990