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TODAY

# Colonial Theatre Strategic Long Range Plan

FISCAL YEARS 2009 – 2011

# THE COLONIAL THEATRE

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## *Building Blocks for 2009-2011 Strategic Plan*

### **FIVE-YEAR VISION**

Continue to pursue a vision where The Colonial is:

1. the regional venue for alternative films and the performing arts.
2. a catalyst for community events, festivals, and cultural gatherings.
3. a cultural and economic anchor that continues to attract new energy, resources, and possibilities for the community.
4. structured to sustain its operations long-term and year-round while growing its audience and capacity.

### **MISSION**

*To preserve and enhance The Colonial Theatre as a venue for film and performance, and to contribute to the economy and inspire the community of the White Mountains through support of the arts.*

### **KEY STRATEGIC GOALS**

- 1. Board, Leadership and Organization:** Oversee the growth and development of the Colonial. Build public involvement and investment in the theatre's mission and programming
- 2. Marketing:** Increase awareness of the Colonial Theatre throughout the region. Continue to grow attendance by targeting specific audiences through outreach that promotes independent films, professional performances, school and community events in and for the White Mountain Region.
- 3. Building & Facility Plan:** Renovate, maintain and expand the Colonial as a community treasure with the performance, projection and event amenities necessary to meet the needs of the region within the guidelines provided by the Historic Preservation Easement.
- 4. Finance:** Continually improve financial management.
- 5. Development:** Continually diversify and increase revenue generating capacity.

### **LEADERSHIP FRAMEWORK**

The board and staff will work collaboratively to pursue the Colonial Theatre's mission, vision, and strategic plan. As we move the Theatre into the future, we will strive to adapt to changes while building a healthy and sustainable organization. The board will continue to function as one unit in setting policy and divide itself into standing committees and work groups to pursue specific tasks.

**KEY ISSUE #1: Board, Leadership and Organization:** Oversee the growth and development of the Colonial. Build public involvement and investment in the theatre’s mission and programming.

<u>Goals (what)</u>	<u>Action (how)</u>	<u>Outcome (results)</u>	<u>When</u>	<u>Point Person(s)</u> ED and/or Committee
<b>Position Board to govern</b>	<ul style="list-style-type: none"> <li>• Determine standing committees and work groups; activate committee structure (executive, finance &amp; development, building &amp; facilities, marketing plus ad hoc nominating and fundraising events)</li> <li>• Combine Development with Finance Committee</li> <li>• Board will use the strategic plan at every board meeting</li> <li>• Clear strategy for recruiting board members with specific talents (board profiles)</li> </ul>	<ul style="list-style-type: none"> <li>• clear understanding of roles</li> <li>• keep revenue and generation of revenue issues in same committee</li> <li>• focused work; results</li> <li>• attract more talent and expertise available to Colonial</li> </ul>	1/09	Ex. Com. & Nominating Com.
<b>Continue Board Executive Com</b>	<ul style="list-style-type: none"> <li>• Focus committee on organizational oversight, stewardship and long-range planning (strategic plan)</li> </ul>	<ul style="list-style-type: none"> <li>• a proactive Board</li> <li>• a Board that leads</li> <li>• a critical partner to the Executive Director</li> </ul>	ongoing	Ex. Com.
<b>Train and support Board</b>	<ul style="list-style-type: none"> <li>• Develop board orientation</li> <li>• Board meetings offer information &amp; skills development</li> <li>• create “ambassadors” for theatre</li> <li>• review 501(c)3 responsibilities</li> <li>• visit and study like-organizations</li> </ul>	<ul style="list-style-type: none"> <li>• sound understanding of organization</li> <li>• effective community outreach</li> <li>• stay legal</li> <li>• sound understanding of</li> </ul>	ongoing	ED with Ex. Com.
<b>Reconsider becoming an independent 501(c)3</b>	<ul style="list-style-type: none"> <li>• Investigate process for separating from fiscal agent Bethlehem Redevelopment Authority (BRA)</li> </ul>	<ul style="list-style-type: none"> <li>• Release BRA. from fiscal responsibilities, create a more streamlined organizational structure</li> </ul>	1/2011	ED with working group

<b>Support Staff Development and Planning</b>	<ul style="list-style-type: none"> <li>• Develop succession plan</li> <li>• Consider training opportunities</li> <li>• Institute annual evaluations</li> </ul>	<ul style="list-style-type: none"> <li>• Prepare for smooth transitions</li> </ul>	ongoing	Ex. Com.
<b>Grow and Support Volunteer Program</b>	<ul style="list-style-type: none"> <li>• Continue to grow volunteer group</li> <li>• Annually recognize volunteers</li> <li>• Develop volunteer opportunities</li> <li>• Recruit volunteers to join board committees when appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• Build community involvement</li> <li>• Create a sense of community ownership and pride</li> </ul>	ongoing	Hs Mgr w/ Board Volunteer Coordinator

**KEY ISSUE #2: Marketing:** Increase awareness of the Colonial Theatre throughout the region. Continue to grow attendance by targeting specific audiences through outreach that promotes independent films, professional performances, school and community events *in* and *for* the White Mountain communities.

<u>Goals (what)</u>	<u>Action (how)</u>	<u>Outcome (results)</u>	<u>When</u>	<u>Point Person(s)</u> ED and/or Committee
<b>Survey members and community</b>	<ul style="list-style-type: none"> <li>• Create on-line survey</li> </ul>	<ul style="list-style-type: none"> <li>• Analyze and act on results</li> </ul>	3/09	ED and Marketing Com.
<b>Document current communication efforts and develop next generation communications plan</b>	<ul style="list-style-type: none"> <li>• Record current communications plan</li> <li>• Track results to date</li> <li>• Research opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Develop comprehensive communications schedule</li> </ul>	9/09	ED and Marketing Com.
<b><u>Grow Audience by 10% annually</u></b>	<ul style="list-style-type: none"> <li>• Improve performance quality</li> <li>• Invest and investigate new “networking” technologies</li> <li>• Determine how board assists staff in implementing marketing program</li> </ul>	<ul style="list-style-type: none"> <li>• Expand geographic reach</li> <li>• Expand demographic reach</li> </ul>	6/09	Marketing Com w/ ED & Hs Mgr
<b><u>Grow Programming</u></b>	<ul style="list-style-type: none"> <li>• Solicit audience interests</li> </ul>	<ul style="list-style-type: none"> <li>• New program areas</li> </ul>	2010	ED w/ marketing com.

**KEY ISSUE #3: Building & Facility Plan:** Renovate, maintain and expand the Colonial as a community treasure with the performance, projection and event amenities necessary to meet the needs of the region within the guidelines provided by the Historic Preservation Easement.

<u>Goals (what)</u>	<u>Action (how)</u>	<u>Outcome (results)</u>	<u>When</u>	<u>Point Person(s)</u> ED and/or Committee
<b>Complete patio space</b>	<ul style="list-style-type: none"> <li>• Design, fund &amp; bid</li> </ul>	<ul style="list-style-type: none"> <li>• Completed Patio</li> </ul>	6/09	ED w/ Build Com.
<b>Place a greater emphasis on energy efficiencies and savings</b>	<ul style="list-style-type: none"> <li>• Complete energy audit</li> <li>• Reconsider year-round operation of the building, there's something quaint, unique about the three season facility</li> </ul>	<ul style="list-style-type: none"> <li>• Act on recommendations</li> <li>• Make recommendation to full board</li> </ul>	9/09 9/09	Build. Com. ED w/ Build. Com.
<b>Develop building &amp; facility plan</b>	<ul style="list-style-type: none"> <li>• Complete facility audit</li> </ul>	<ul style="list-style-type: none"> <li>• Board Report</li> </ul>	2010	Build. Com.
<b>Complete refurbishments</b>	<ul style="list-style-type: none"> <li>• Bid &amp; Fund</li> </ul>	(see attached list)	2011	ED w/ Build Com.

**KEY ISSUE #4: Finance:** Continually improve financial management.

<u>Goals (what)</u>	<u>Action (how)</u>	<u>Outcome (results)</u>	<u>When</u>	<u>Point Person(s)</u> ED and/or Committee
<b>Establish a 3-year plan</b>	<ul style="list-style-type: none"> <li>• Determine healthy mix of revenue based on reliable data</li> <li>• Determine needs w/ Marketing and Building</li> </ul>	<ul style="list-style-type: none"> <li>• Create budgets (attached)</li> </ul>	1/09	ED w/ Finance Com. and Chair
<b>Pursue a balanced budget</b>	<ul style="list-style-type: none"> <li>• With input from the Executive Director, the Finance Committee develops, monitors, and drives the budget.</li> <li>• Budget is monitored monthly to ensure the entire board is aware of and pursues efforts to meet obligations and goals.</li> </ul>	<ul style="list-style-type: none"> <li>• Pay down debt</li> <li>• Balance budget</li> </ul>	<b>On-going</b>	ED w/ Finance Com. and Chair

**KEY ISSUE #5: Development:** Continually diversify and increase revenue generating capacity.

<b>Goals (what)</b>	<b>Action (how)</b>	<b>Outcome (results)</b>	<b>When</b>	<b>Point Person(s)</b> ED and/or Committee
<b>Review and update Development Plan</b>	<ul style="list-style-type: none"> <li>• Establish giving goals and strategies</li> </ul>	<ul style="list-style-type: none"> <li>• Identify new donors</li> </ul>	annually	Finance & Development Committee
<b>Incorporate development into finance committee</b>	<ul style="list-style-type: none"> <li>• Review finances in light of marketing and building goals</li> </ul>	<ul style="list-style-type: none"> <li>• Financial growth &amp; stability</li> </ul>	annually	Finance & Development Comm
<b>Establish Winter fundraiser</b>	<ul style="list-style-type: none"> <li>• Review Event ideas</li> </ul>	<ul style="list-style-type: none"> <li>• Better cash flow</li> </ul>	1/10	Finance & Development Comm
<b>Engage full board in fundraising activities</b>	<ul style="list-style-type: none"> <li>• Establish a Triple A Board</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainable fund reserves</li> </ul>	ongoing	Finance & Development Comm
<b>Increase # of grant applications</b>	<ul style="list-style-type: none"> <li>• Increase grant research</li> <li>• Recruit volunteer assistance</li> </ul>	<ul style="list-style-type: none"> <li>• More grants for programming</li> </ul>	ongoing	Finance & Development Comm