



# Colonial Theatre Strategic Long Range Plan

{ FISCAL YEAR 2006 – 2008 }

# STRATEGIC PLAN | FY2006—FY2008

{ PROPOSED & APPROVED ON JANUARY 28, 2006 }

**Board, Leadership and Organization** Oversee the growth and development of the Colonial. Build public involvement and investment in the theatre's mission and programming.

This strategic issue addresses the need to:

- develop leadership that pursues the Colonial's mission and strategic plan
- expand circles of support by growing board and sustaining volunteer efforts
- further integrate the Colonial into the North Country's culture, community and economy

**Audience Development** 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 North Country.

This strategic issue addresses the need to:

- increase audiences to increase revenue to sustain organization
- become known outside of Bethlehem as a regional cultural resource
- consider various audiences and their interests, e.g. 55+ audience cites "quality" and "intimate" as important features of a cultural experience
- continue to investigate, identify and respond to key interests of other audiences

**Building and 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.

This strategic issue addresses the need to:

- maintain the architectural integrity of the building
- complete renovations
- maintain facility in good working order
- plan and oversee facility expansion

**Finance and Development** Continually improve financial management and revenue generating capacity.

This strategic issue addresses the need to:

- establish sound fiscal oversight and planning
- grow budget in a sustainable manner with diversified revenue
- establish an effective fundraising programming
- plan for facility expansion
- establish capital reserve and endowment funds

**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>increase size of Advisory Board to 12-15 members</li> </ul> activate committee structure (executive, finance, building & facilities, audience development plus ad hoc Nominating and Fundraising Event) <ul style="list-style-type: none"> <li>develop &amp; initiate strategic plan</li> <li>become an independent 501(c)3</li> </ul>	<ul style="list-style-type: none"> <li>more talent and expertise available to Colonial</li> <li>clear understanding of roles</li> <li>focused work; results</li> <li>release BRA. from fiscal responsibilities, create a more streamlined organizational structure</li> </ul>	11/05  1/06 4/06  12/08	ED w/ Nom. Com.  ED  Ex. Com.  Ex. Com.
<b>Establish 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>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 industry</li> </ul>	ongoing  1/06  ongoing  6/06	ED w/ Ex. Com.
<b>Support and Assess Staffing</b>	<ul style="list-style-type: none"> <li>develop job description, contracts, annual reviews</li> <li>develop employee policy manual</li> <li>develop succession plan</li> <li>assess future staffing needs</li> </ul>	<ul style="list-style-type: none"> <li>clear expectations</li> <li>establish professional systems</li> <li>prepare for smooth transitions</li> <li>prepare for year round operations</li> </ul>	1/06  4/06  1/07  10/07	ED  ED  Ex. Com.  Ex. Com.
<b>Volunteer Efforts</b>	<ul style="list-style-type: none"> <li>assess volunteer involvement</li> <li>identify areas for "best use" of volunteer input</li> <li>oversee &amp; schedule volunteers</li> <li>formalize volunteer roles</li> </ul>	<ul style="list-style-type: none"> <li>build involvement of community with theatre</li> <li>use volunteers effectively</li> <li>clear volunteer roles and expectations</li> <li>fill needs more effectively</li> </ul>	ongoing  4/06  4/06 4/07	House Mgr w/ Board Volunteer Coordinator

<p><b>Establish Planning &amp; Evaluation as Central to Operation of Theatre</b></p>	<ul style="list-style-type: none"> <li>• work with all Board committees to create multi-year plans with built-in goals &amp; evaluations</li> <li>• Institutionalize board's role as planners</li> </ul>	<ul style="list-style-type: none"> <li>• effective strategic decision making</li> <li>• realize strategic plan</li> </ul>	<p>4/06 4/07</p>	<p>ED w/ Ex. Com.</p>
<p><b>Revisit Strategic Plan &amp; Evaluation Efforts</b></p>	<ul style="list-style-type: none"> <li>• Insure continued improvements</li> </ul>	<ul style="list-style-type: none"> <li>• Dynamic self motivated Board leadership</li> </ul>	<p>annual</p>	<p>ED. w/ Ex. Com.</p>

**KEY ISSUE #2 Audience Development**

Increase awareness of the Colonial Theatre throughout the region. Continue to grow attendance by targeting specific audiences and organizations through outreach that promotes independent films, professional performances, school and community events in and for the North Country.

<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 Audience Development Committee</b>	<ul style="list-style-type: none"> <li>review &amp; evaluate other regional theatres</li> <li>focus committee on community outreach</li> <li>identify underserved &amp; niche audiences</li> <li>follow &amp; update long-range plan</li> </ul>	<ul style="list-style-type: none"> <li>new ideas</li> <li>community partnerships</li> <li>identify who isn't attending</li> <li>stay focused</li> </ul>	6/06 ongoing 10/06 ongoing	ED w/Aud. Dev. Com. ED ED w/Aud. Dev. Com. ED w/Aud. Dev. Com.
<b>Grow Audience by 20% a Year with the Goal Sustainability in 3 Years (60% – 40% Earned to Contributed Income Ratio)</b>	<ul style="list-style-type: none"> <li>analyze audience records (reviewing a variety of factors – age, program, residence...)</li> <li>cultivate repeat audiences</li> <li>solicit audience interests &amp; establish goals</li> <li>test “investigative” programming</li> <li>establish programming mix and frequency</li> </ul>	<ul style="list-style-type: none"> <li>history of audience trends</li> <li>tracking mechanism for marketing</li> <li>survey members and audiences</li> <li>create new audiences</li> <li>serve identified audiences in a sustainable manner</li> </ul>	1/06 10/06 12/05 4/07 10/06	ED ED w/Aud. Dev. Com. Aud. Dev. Com. ED Aud. Dev. Com. w/ Finance Com.
<b>Test &amp; Evaluate Marketing Efforts</b>	<ul style="list-style-type: none"> <li>identify past initiatives (e.g. dinner and movie, Senior Center outreach)</li> <li>analyze cost/benefit ratio or marketing efforts</li> <li>consider “holistic” benefits</li> <li>review new efforts and technology</li> <li>test 2-3 new initiatives each year</li> </ul>	<ul style="list-style-type: none"> <li>create information base</li> <li>most effective short term means</li> <li>nurture a “big picture” mentality (incl. but not limited by earned income)</li> <li>create new opportunities</li> <li>implement new initiatives</li> </ul>	1/06 4/06 12/05 4/07	ED ED ED ED
<b>Determine Multi-Use Strategies</b>	<ul style="list-style-type: none"> <li>identify non-film/performance uses for the theatre</li> <li>test several ideas each year</li> </ul>	<ul style="list-style-type: none"> <li>better use of facility (more hours)</li> <li>increased revenue</li> </ul>	10/06 10/06	ED w/Aud. Dev. Com. Ed w/Aud. Dev. Com

**KEY ISSUE #3 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>Establish Building &amp; Facilities Committee</b>	<ul style="list-style-type: none"> <li>• focus committee on facilities oversight, stewardship</li> <li>• plan expansion design</li> </ul>	<ul style="list-style-type: none"> <li>• facility maintenance and capital improvement plan</li> <li>• expansion design plan</li> </ul>	ongoing 9/06	ED w/ Bldg. Facility Com.
<b>Establish Plan for Phase 2 Expansion &amp; Winterization</b>	<ul style="list-style-type: none"> <li>• revisit program &amp; plans to expand &amp; continue to upgrade theatre and auxiliary spaces</li> <li>• establish phased building chronology complete with budget projections</li> <li>• identify and pursue facility improvement grants</li> </ul>	<ul style="list-style-type: none"> <li>• long-term capital campaign goals</li> <li>• realistic plan for establishing year round operations</li> <li>• fund improvements</li> </ul>	12/06 2/06 ongoing	ED w/ Bldg. Facility Com. ED w/Bldg. Facility Com. & Finance Com. ED
<b>Create a Facility Maintenance Plan</b> <i>(see attached)</i>	<ul style="list-style-type: none"> <li>• review day-to-day maintenance needs</li> <li>• project long-term facility costs replacement</li> <li>• inventory equipment &amp; project repair, replacement schedule</li> </ul>	<ul style="list-style-type: none"> <li>• an annual maintenance plan</li> <li>• a three-year maintenance and capital replacement plan</li> <li>• develop maintenance schedule</li> </ul>	4/06 4/06 4/06	ED w/ Bldg. Facility Com. & Technician

**KEY ISSUE #4 Finance & Development**

Continually improve financial management and 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>Establish Active Finance Committee</b>	<ul style="list-style-type: none"> <li>focus committee on financial systems, stewardship and long-range planning (strategic plan)</li> <li>develop 3 years of budgets (<i>see attached</i>)</li> <li>recruit financial expertise to Board</li> </ul>	<ul style="list-style-type: none"> <li>financial growth and stability</li> <li>more planning, analysis and evaluation of efforts</li> <li>a critical partner to the Executive Director</li> </ul>	12/05	ED w/ Nominating Com
<b>Establish Professional Financial Systems</b>	<ul style="list-style-type: none"> <li>review current systems for efficiency, usefulness and cost</li> <li>review fundraising software needs</li> </ul>	<ul style="list-style-type: none"> <li>determine best method for bookkeeping (in-house or out-of-house)</li> <li>better tracking of gifts, proposals and reports</li> </ul>	4/06 12/07	ED & Treasurer ED
<b>Establish a Balanced Performance Revenue/Expense Ratio</b>	<ul style="list-style-type: none"> <li>determine break-even ratio (actual cost factors operating costs into performance costs)</li> </ul>	<ul style="list-style-type: none"> <li>cost effective programming decisions</li> </ul>	4/06	ED w/ Treasurer
<b>Establish a Sponsorship Goal for Performances (15%)</b>	<ul style="list-style-type: none"> <li>solicit sponsorship dollars as part of performance arrangements</li> </ul>	<ul style="list-style-type: none"> <li>a standard operating procedure that sustains performance offerings</li> </ul>	4/06	ED w/ Finance Com.
<b>Establish Realistic Earned &amp; Contributed Income Goals</b>	<ul style="list-style-type: none"> <li>review Programming &amp; Facility plans in view of finances</li> </ul>	<ul style="list-style-type: none"> <li>real world budgeting</li> </ul>	4/06	Finance Com.
<b>Implement 3 Year Fundraising Plan (<i>see attached</i>)</b>	<ul style="list-style-type: none"> <li>implement timetable, track goals &amp; results</li> </ul>	<ul style="list-style-type: none"> <li>improved income due to clear fundraising plan</li> </ul>	1/06	ED & Ex. Com. Oversee Plan; All Board Involved

**ATTACHED: Three-year Fiscal Plan, Fundraising Plan & Audit**