

2017-2022 Strategic Goal 1: PROGRAMMING

The Capitol Theatre will continue to produce, present and host a variety of arts programs that provide residents of Northumberland County, and visitors from surrounding communities and beyond, with access to a variety of arts programs of excellence.

| ACTIONS | TIMELINE | FINAL OUTCOME: SUCCESS INDICATOR(S) |
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| 1.1: The Capitol Theatre reaffirms its commitment to a program model of variety and diversity to appeal to all economic and social segments of the community, including young people, retirees, and working people. Ticket pricing will be reasonable to enable access for all. | Years 1-5 | Varied and diverse arts programs; program choices appeal to all segments of the population; reasonable ticket prices. |
| 1.2: The Capitol Theatre will pursue artistic and creative excellence in all program areas. | Years 1-5 | Evaluate and measure all programs for artistic and creative excellence; engage guest theatre directors and creative advisors for other program streams. |
| 1.3: The Capitol Theatre will develop a clear image branding strategy, and will clarify the distinction between its three program streams of producing, presenting and hosting. | Years 1-2 | The organization and its three program streams will achieve a clear and coherent identity for its communities, audiences and supporters. |
| 1.4: As an arts centre for Northumberland County, the Capitol Theatre will be a home for the visual arts as well as the performing arts. | Years 1-5 | Regularly scheduled exhibits and installations of the visual arts at the Capitol Theatre. |
| 1.5: Explore other program possibilities, including speakers' series and play readings. | Years 2-3 | Report on program possibilities. Programming, if viable, will commence in year 3. |
| 1.6: Continue to look for other possible collaborations on an ongoing basis. | Years 1-5 | Identify, schedule and produce work by and in collaboration with other theatre companies. |

2017-2022 Strategic Goal 2: COMMUNITY ENGAGEMENT

The Capitol Theatre will be a home for all members of the community to experience and engage in the arts.

| ACTIONS | TIMELINE | FINAL OUTCOME: SUCCESS INDICATOR(S) |
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| 2.1: Establish the Capitol Theatre as an arts education organization that supports lifelong learning in, through and about the arts to fulfill residents' creative potential, as appropriate funding is acquired; and target businesses as potential clients. | Years 2-5 | Ongoing arts education programs for learners of all ages; evaluate arts education programs to ensure that they meet the program goal of fulfilling creative potential; workshops that explore creativity and innovation for businesses and groups. |
| 2.2: Conduct a feasibility study to determine the cost and potential support for a summer arts and theatre school. | Year 3 | Completion of study, and timetable for implementation of any recommendations. |
| 2.3 Continue to provide opportunities for local artists, including performers, playwrights, and visual artists, subject to the theatre's availability. | Years 1-5 | Number of participating local artists, including performers, playwrights, and visual artists, and the number of opportunities for them to be connected with the Capitol Theatre. |
| 2.4: Develop a written plan, policies and practices, and review annually, relating to the use of the facility by community arts groups and schools, including financial aspects and availability with an aim to expand usage by these groups, and to add others seeking a venue. | Years 1-5 | Written and consistent policies and practices updated annually that ensure that the Capitol is an affordable and available facility for community arts groups and schools; number of performances/bookings by community arts groups and schools. |
| 2.5: Continue to provide meaningful opportunities for volunteers, including free programs such as the Capitol Christmas, and review potential to expand free programs with Pay What You Can (PWYC) performances, free dress rehearsals for students and other groups and sponsored performances. Inform volunteers of flexibility of hours. | Years 1-5 | Number of volunteers, and number of volunteer development opportunities; number of and attendance at present free events; number of new free and sponsored events such as Pay What You Can (PWYC) performances, free dress rehearsals for students and other groups and sponsored performances. |

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| <p>2.6: Collaborate with others to communicate and advocate the value of the arts, the quality of life, and economic benefits to the public of Northumberland County. Develop Fact Sheet with key information and statistics about the theatre for the board and staff to utilize in speaking engagements.</p> | <p>Years 1-5</p> | <p>Minimum one speaking engagement, presentation or article per quarter on the contribution of the arts and the Capitol to the quality of life and economic benefit of Northumberland County.</p> <p>Set annual targets by group, e.g., meet Port Hope councillors quarterly, Northumberland Tourism semi-annually, other groups, e.g., Rotary, Lions, Probus – one per quarter, newspaper articles – one per quarter.</p> |
| <p>2.7: Consult with the community every year, through a variety of means, such as on line surveys, audience feedback, focus groups, etc.; conduct an environmental scan in 2019.</p> | <p>Years 1-5</p> | <p>Up-to-date feedback and information on the theatre's role in the community, and for decision making.</p> |
| <p>2.8: Promote theatre to all levels of the education system.</p> | <p>Years 1-5</p> | <p>Develop future and present audiences; contribute to personal growth and creative communities.</p> |
| <p>2.9: Continue to improve customer and visitor service.</p> | <p>Years 1-5</p> | <p>Improve customer and visitor satisfaction re concessions, traffic flow, website ease, etc.</p> |

2017-2022 Strategic Goal 3: PARTNERSHIPS

The Capitol Theatre will maintain and nurture partnerships in Northumberland County with a range of arts, business, government and media organizations.

| ACTIONS | TIMELINE | FINAL OUTCOME: SUCCESS INDICATOR(S) |
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| 3.1: The chair and artistic director continue regular contact with politicians at all three levels of government. Continue to strengthen the relationship with Municipality of Port Hope and advocate on the Capitol Theatre's contribution to the quality of life and economic benefits to the Municipality through regular presentations and ongoing communications. | Years 1-5 | Regular meetings with Council and/or members, increased understanding at the Municipality of the Capitol Theatre's contribution to the quality of life and economic benefits, its value as a recruiting tool for local companies; ongoing Municipal funding for the Capitol Theatre. |
| 3.2: Strengthen the relationship with the other six municipalities of Northumberland County and advocate on the Capitol Theatre's contribution to the quality of life and economic benefits to the Municipalities through regular presentations and ongoing communications. Develop and present a plan for funding. | Years 1-5 | One presentation to Councils per year; increased understanding of the Capitol Theatre's contribution to the quality of life and economic benefits. Confirmation of funding for the Capitol Theatre from the six Municipalities. Meet regularly on Northumberland Tourism. |
| 3.3: Meet regularly with business groups for input on how the Capitol can collaborate with and support the business community. Increase and enhance partnerships with local businesses: coordinate with local restaurants for dinner theatre, wine tastings, bus tours, hours of store openings; provide free tickets to local merchants in exchange for promoting shows. Schedule program offerings in a manner that encourages overnight visitors. | Years 1-5 | Number of partnerships and collaborative events such as dinner theatre and wine tastings; number of free tickets distributed to local businesses; track free tickets in relation to overall ticket sales for impact; track overnight visitors resulting from program scheduling with local businesses and tourism associations. |
| 3.4: Meet regularly with local media to increase their awareness of the Capitol's activities, and to inquire how the Capitol can assist them to this end. | Years 1-5 | Number of partnerships and media coverage of Capitol Theatre events. |
| 3.5: Develop and implement a social media strategy. | Years 1-5 | Satisfactory qualitative and quantitative analysis of the "connections" achieved. |

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| <p>3.6: Meet regularly with Northumberland County staff to position the County as a cultural and tourist destination, and position the arts and the Capitol Theatre as a key element of economic development.</p> | <p>Years 1-5</p> | <p>Satisfactory qualitative and quantitative analysis of collaboration with County staff.</p> |
| <p>3.7: Meet regularly with other theatres and arts organizations in the region on programming, scheduling, cross promotion and marketing.</p> | <p>Years 2-5</p> | <p>The development and implementation of a plan for scheduling, cross promoting and marketing productions; number of cross promotions and marketing activities.</p> |

2017-2022 Strategic Goal 4: SUSTAINABILITY

The Capitol Theatre will strive for financial sustainability and secure the resources to fulfill its mandate, vision and strategic goals.

| ACTIONS | TIMELINE | FINAL OUTCOME: SUCCESS INDICATOR(S) |
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| 4.1: Monitor and update a business model for financial sustainability, including budget targets for all revenue sources, costs, and expenses. | Ongoing | Meet or exceed annual budgeted numbers. |
| 4.2: Establish a database for all applicable public and private granting agencies. | Year 1 | Have a readily accessible up-to-date file of all applicable grant criteria. |
| 4.3: Meet requirements for, and set targets and timetables for public funding from all sources. | Ongoing | Meet all funder standards and timetables, with an annual goal of \$140K, comprised of 30% Municipal, 40% Federal, and 30% Provincial. |
| 4.4: Establish and maintain a 5-year planning cycle. | Ongoing | Establishment of 5-year cycle. |
| 4.5: Working with Facility Committee, develop 3-year capital fund target, and develop program to achieve same. | Year 2 | Outline of capital expenditures established. |
| 4.6: Work with the trustees of the endowment fund to set targets and develop a program to achieve same. | Years 1 - 2 | Meet financial targets, with a goal of enlisting 5 donors per year. |
| 4.7: Perform thorough analysis of ticket pricing, including comparisons to other theatres, with a view to optimizing box office revenues. | Year 1 | Optimal ticket pricing in place on an annual basis. |
| 4.8: Develop marketing, audience development and cross promotion plans. | Ongoing | Implementation of plans. Determine current seat fill ratio, and establish annual escalators. |
| 4.9: Communicate with other regional theatres in evaluating our fundraising and exploring new ideas for same. | Years 1- 2 | Fundraising targets met or exceeded. Evaluate merits of an annual conference of regional theatres. |
| 4.10: Develop and execute plans to sustain the number of volunteers required for the theatre's operation, and to ensure their fulfillment. | Ongoing | Always enough contented and motivated volunteers. Establish current turnover rate, and set standards accordingly. |

2017-2022 Strategic Goal 5: ORGANIZATIONAL EFFECTIVENESS

The Capitol Theatre will adopt and monitor policies and procedures to fulfill legal, accounting and fiduciary responsibilities.

| ACTIONS | TIMELINE | FINAL OUTCOME: SUCCESS INDICATOR(S) |
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| 5.1: Review, renew and/or develop policies and procedures in all areas: HR, staff development, succession planning for board and staff, job descriptions for board and staff, performance appraisals, conflict of interest policy, Code of Conduct. | Years 2- 5 | Policies and procedures in place for all areas, and reviewed and reported on annually. |
| 5.2: Review/renew fiduciary responsibility policy, including financial controls, spending limits, reporting, and budget planning cycle. | Years 1-5 | Policies and procedures in place for all areas, and reviewed and reported on as needed. |
| 5.3: Compile, review, and renew board bylaws. | Years 2 - 5 | Bylaws compiled, renewed, and reviewed annually. |
| 5.4: Establish board development and governance plan. | Year 3 | Completion of board development and governance plan, including implementation schedule. |
| 5.5: Review and restructure Board committee structure to coordinate with and support new strategic plan. | Year 1 | Restructured board committees that support new strategic plan implementation, and all governance responsibilities. |
| 5.6: Complete annual review of board effectiveness. | Years 2 - 5 | Completed annual reviews and appropriate follow up; develop tracking of board performance over 5-year life of plan. |
| 5.7: Complete annual review and report on status of strategic plan goals. | Years 1-5 | Completed annual report on status of achieving strategic goals, identify any necessary actions; report outcomes to stakeholders. |
| 5.8: Develop plan and prepare annual review and report on the recruitment, retention and satisfaction of volunteers on an ongoing basis. | Years 1-5 | Report annually on the recruitment, retention and satisfaction of volunteers. |

2017-2022 Strategic Goal 6: FACILITIES

The Capitol Theatre will develop a planned framework to preserve the historic character of the theatre, maintain an effectively operating theatre, and explore the possibilities of expansion.

| ACTIONS | TIMELINE | FINAL OUTCOME: SUCCESS INDICATOR(S) |
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| 6.1: The board of directors of the Capitol Theatre engage a) company EXP to undertake a Baseline Condition Assessment (BCA), and b) approve a proposal from Craig Sims, Heritage Building Consultant, to identify and audit character-defining elements of the building, make recommendations for treatment, and prioritize. | Year 1 | Report on assessment of the building and operating systems; report on the building's historic and cultural characteristics, information to preserve and maintain the buildings; position the Capitol Theatre to apply for appropriate grants. |
| 6.2: Equip and improve facilities to enable quality productions and presentations of theatre, music, and film. | Years 1-3 | <p>Year 1: new floors in the Sculthorpe Theatre, and Capitol Theatre stage; new computers and office equipment, projection equipment; review location of technical booth in the Capitol Theatre.</p> <p>Year 2: Lighting for Capitol Theatre; renovate Sculthorpe Theatre Green Room; sound technical equipment.</p> <p>Year 3: body mics; digital displays.</p> <p>Date TBD: acquisition of cloud projector.</p> |
| 6.3: Identify the historically and culturally important features of the building and physical plant, and ensure that they are maintained in an appropriate manner. | Years 1-5 | Historic and culturally important features of the building and physical plant are identified and maintained in an appropriate manner. |
| 6.4: Identify maintenance needs of buildings and physical plant over the next five years with specific attention to the historic elements of the Capitol Theatre, and the historical designations in place at this time. | Years 1-5 | Appropriately maintained building and physical plant, and its historic elements, and attention to historic designations. |

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| <p>6.5: Analyse the importance and implications of the current historical designation of the Capitol Theatre in preparation for official historic designation.</p> | <p>Years 1-5</p> | <p>Interpretation centre, and/or program; video on history of the building and theatre; appropriate naming and signage, recognition of architect.</p> |
| <p>6.6: Consider expansion of facilities; identify needs and opportunities for expansion, including the expansion of the existing facilities, acquisition of another building through purchase, lease, construction, or any combination of these, with the help of a consultant architect to prepare a needs assessment report.</p> | <p>Years 1-5</p> | <p>A report which identifies and analyses the range of possible options for expansion, their feasibility, and costs; improve the theatre experience for the Capitol Theatre's growing audience, including traffic flow in lobby areas; improve production and rehearsal capacity and reduce production costs.</p> |