

2018-2020 STRATEGIC PLAN

Vic Juba Community Theatre

2602 59 Avenue
Lloydminster, AB/SK
T9V 3N7

780.872.7400

vicjubatheatre.ca

Mission Statement

Provide exceptional experiences through partnerships, sponsorships and rentals that showcase events for our community.

Vision

Celebrating our success by presenting diverse programming while encouraging the arts as an essential component of our community.

Values

Vic Juba Community Theatre values integrity, excellence and building strong partnerships.

History

Architect: Friggstad Downing and Henry

Consultant: Richard Shick of Shick Shiner and Associates

Construction: Wolfe Construction

Official Opening: March 21, 2002

About Us

Vic Juba Community Theatre is a non-profit organization that is incorporated as a Society in the province of Alberta.

Our organization operates a 550-seat performing arts venue located in the Border City of Lloydminster, Alberta/Saskatchewan. At our venue we host concerts, dance festivals, the symphony, theatrical productions, conventions, lectures, graduation ceremonies, corporate functions, receptions, and product launches. Each year we work over 175 event days for rental clients who include concert promoters, local businesses, and local non-profit organizations. Vic Juba Community Theatre presents between 8 to 12 events each year within our "Dr. H. A. McDonald Season." We also rent our venue for memorial services and weddings.

The Board of Directors consists of 12 individuals from the community. To assist in the operation and funding of the facility, Vic Juba Community Theatre receives an annual subsidy from the City of Lloydminster. We have a long-term agreement for rental of our facility with Lloydminster Public School Division and Lloydminster Catholic School Division. The staff at our facility consists of 4 permanent full-time, 2 permanent part-time, and 9 event-based casual employees. Volunteers assist at our events with running the coat check, assisting with the concession during dance festivals, selling artist merchandise, and working as ushers.

Vic Juba Community Theatre

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“Whatever you do, do it well. Do it so well that when people see you do it they will want to come back and see you do it again and they will want to bring others and show them how well you do what you do.” ~Walt Disney

2018-2020 Strategic Goals

Our People

- Establish a cohesive and collaborative team environment
- Expand our volunteer base to ensure exceptional patron experience and longevity for the organization

Our Community

- Improve our profile in the region

Our Show

- Provide an entertaining live theatre experience
- Expand and diversify programming of name recognition acts within our Dr. H.A. McDonald Season

Our Facility

- Plan for facility expansion and enhancements

Our Funding

- Expand funding and revenue opportunities

Annual Review

The 2018-2020 Strategic Plan will be reviewed and updated by both Board and staff in January of each year.

OUR PEOPLE

Goal 1.a

Establish a cohesive and collaborative team environment

Strategies

- Improve internal communication
- Arrange team building events for Board and staff
- Ensure and support ongoing staff development
- Review staffing levels
- Retain staff

Specific Actions

1. Hold staff meetings to improve communication as of January 2018. Ensure staff meetings are regularly scheduled ahead of time and include minute distribution. (Responsibility: General Manager)
2. Communicate and review evacuation plan with staff and volunteers annually in September. (Responsibility: General Manager, Technical Director, and FOH Supervisors)
3. Ensure all staff receive customer service training by December 2019. (Responsibility: General Manager)
4. Ensure Board members are active in and at VJCT events on an ongoing basis. (Responsibility: Board Chairman)
5. Host an annual Board & staff social (team building) in February of each year. (Responsibility: Board Chairman)

Review Date

People Committee will review progress on this goal in March and November of each year.

Outcome Measure

We have an engaged and evolving staff who contribute and feel appreciated.

Goal 1.b***Expand our volunteer base to ensure exceptional patron experience and longevity for the organization*****Strategies**

- Conduct strategic recruitment of volunteers
- Find a way to advertise the need for volunteers

Specific Actions

1. Arrange a volunteer recruitment workshop for board and staff with Alberta Community Development on Thursday, April 26, 2018, at 5 pm. (Responsibility: General Manager)
2. Review our existing Volunteer Handbook and our recruitment and training/orientation processes by September 2019. (Responsibility: People Committee)
3. Recruit engaged volunteers with a focus on a younger demographic by September 2019 (Responsibility: People Committee)
4. Generate more awareness for volunteer opportunities by making presentations at the high schools, Lakeland College, large corporations, and service groups by December 2018. Ensure defined expectations are provided and understood by the volunteers. (Responsibility: General Manager)
5. Establish a volunteer recruitment social media and poster campaign by December 2018. (Responsibility: Operations & Promotions Coordinator)
6. Review rewards for volunteers by June 2018. (Responsibility: People Committee)
7. Ensure one of our FOH Supervisors is placed on the Volunteer Committee by April 2018. (Responsibility: Board Chairman)

Review Date

People Committee will review progress on this goal in September of each year.

Outcome Measure

Annually add 6 new volunteers who are under 50 years of age and volunteer 6 or more times per year.

OUR COMMUNITY

Goal 2

Improve our profile in the region

Strategies:

- Improve awareness of theatre and events
- Expand on our positive image
- Obtain community input

Specific Actions

1. Utilize our lobby monitors for promoting upcoming events and donors by March 2018 (Responsibility: Operations & Promotions Coordinator & Technical Director)
2. Use small drop-down screen at as many events as possible to promote upcoming events and donors for advertising gain by December 2019. (Responsibility: Operations & Promotions Coordinator & Technical Director)
3. Maximize word-of-mouth promotion by utilizing Board, staff, and volunteers to discuss upcoming performances on an ongoing basis within their network of co-workers, friends and family. (Responsibility: Board Chairman and General Manager)
4. Establish business partnerships in advertising upcoming performances by September 2019 (Responsibility: General Manager and Operations & Promotions Coordinator)
5. Promote VJCT as “your entertainment venue” by participating as a team (Board & staff) in community events and other non-profit events by September 2019 (Responsibility: Board Chairman & General Manager)
6. Promote our events at three different regional festivals per year by December 2020. (Responsibility: General Manager and Operations & Promotions Coordinator)
7. Engage community by involving key players on Board Committees by September 2020 (Responsibility: Board Chairman)
8. Compile an annual TM report on the residency of our audience members after each season to determine the extent of our profile in the region by June 2018. (Responsibility: Box Office & FOH Administrator)
9. Order VJCT swag (i.e., beach ball) to help promote our venue within the region by December 2019. (Responsibility: General Manager)

Review Date

Community Committee will review progress on this goal in February, June and November of each year.

Outcome Measure

Increased attendance from the region.

OUR SHOW

Goal 3.a

Provide an entertaining live theatre experience

Strategies

- Identify what will make a VJCT experience unique and repeatable
- Offer surprise 'bonus' for attendees
- Identify and eliminate barriers and reasons not to attend

Specific Actions

1. Explore possibilities to improve patron's experience by avoiding long bar line-ups with adding an additional bar table, or beer table, or roving bartender, or by offering pre-order drink service by December 2020. (Responsibility: General Manager)
2. Improve professional image of staff with dress code policy as of February 2018 (Responsibility for policy: Board of Directors)
3. Survey audience to determine the reasons why patrons are unable to attend events (Responsibility: General Manager)
4. Explore possible extras for pre-show experience (i.e., drink feature at the bar, pre-show artist in lobby) (Responsibility: General Manager)

Review Date

Show Committee will review progress on this goal in February and October of each year.

Outcome Measure

Survey patrons to determine the impact of our pre-show appearance and service improvements.

Goal 3.b***Expand and diversify programming of name recognition acts within our Dr. H.A. McDonald Season*****Strategies**

- Offer programming of name recognition acts in many genres (children, country, pop, comedians, and illusionists)
- Offer programming of name recognition acts for younger demographic (under 40 years of age)

Specific Actions

1. Survey patrons and general public to determine what they want to see by September 2018 (Responsibility: Operations & Promotions Coordinator)
2. In addition to the programming we are currently doing within the Dr. H. A. McDonald Season, expand our programming by presenting artists (with name recognition) who can provide children's programming and performances that appeal to a younger demographic (under 40 years of age) by September 2020. (Co-sponsors may be needed to offer lower tickets prices.) (Responsibility: General Manager)

Review Date

Show Committee will review progress on this goal in February and June of each year.

Outcome Measure

We will present one family performance and one performance targeted at under 40 of years of age each year.

OUR FACILITY

Goal 4

Plan for facility expansion and enhancements

Strategies

- Anticipate and keep up with technical equipment advances
- Offer an inviting lobby experience with an arts vibe

Specific Actions

1. Improve technical equipment with purchase of a new light board by June 2018 and central fill speaker by December 2020. (Responsibility: General Manager and Technical Director)
2. Develop a process to fix equipment issues in a timely manner on an ongoing basis. (2018 equipment issues include lobby monitors, headsets, door stops, seat numbers in front row.) (Responsibility: General Manager)
3. Acquire blueprints to build rehearsal space expansion by December 2018 (Responsibility: Facility Committee)
4. Hire consultant for rehearsal space expansion (Responsibility: Facility Committee)
5. Establish boundaries and parameters with Lakeland College on facility enhancements by December 2018. (Responsibility: College Liaison Committee)
6. Update lobby furniture by September 2020. (Responsibility: Facility Committee)
7. Work with Lakeland College to change the lobby lighting to make it more welcoming by December 2019. (Responsibility: College Liaison Committee)
8. Install curtains in front of College Library windows to improve the lobby ambience by September 2020 (Responsibility: General Manager)
9. Update the lobby walls with fresh paint by September 2019 (Responsibility: General Manager)

Review Date

Facility Committee will review progress on this goal in February and November of each year.

Outcome Measure

Facility will be ready for the rehearsal space expansion in 2020.

Technical equipment requirements will be planned in advance.

Lobby will be updated and inviting.

OUR FUNDING

Goal 5

Expand funding and revenue opportunities

Strategies

- Build new relationships and partnerships in the community and region
- Share and explore ‘best practices’ at other venues
- Build relationships with competing presenters (i.e., Exhibition, Casino)
- Explore bi-provincial funding opportunities
- Continue hosting an annual fundraising event

Specific Actions

1. Review donor recognition levels by June 2018 (Responsibility: General Manager)
2. Find co-sponsors for performances with Dr. H. A. McDonald Season by June 2019 (Responsibility: General Manager)
3. Formalize sponsorship ‘contract’ for performances by June 2019 (Responsibility: General Manager)
4. Explore community event hosting opportunities by December 2020. (Responsibility: General Manager)

Review Date

Funding Committee will review progress on this goal in June of each year.

Outcome Measure

Annually add two new revenue sources each year.

A fundraiser is organized annually and includes the involvement of all Board and staff members.