



2021-2023 STRATEGIC PLAN

Vic Juba Community Theatre

2602 59 Avenue
Lloydminster, AB/SK
T9V 3N7

780.872.7400

vicjubatheatre.ca

Mission Statement

Provide exceptional performing arts 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 maintaining strong partnerships in the Lloydminster region.

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 8 to 15 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 7 to 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 12 to 15 event-based casual employees. Approximately 70 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

Our

P
E
O
P
L
E

Our

C
O
M
M
U
N
I
T
Y

Our

S
H
O
W

Our

F
A
C
I
L
I
T
Y

Our

F
U
N
D
I
N
G

“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

2021-2023 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

- Continue to build and expand our profile in the Lloydminster region

Our Show

- Provide exceptional live performing arts experiences that appeal to a diverse audience

Our Facility

- Provide an exceptional venue for our patrons through the maintenance of our facility while planning our facility expansion and facility enhancements

Our Funding

- Foster and diversify present and future funding and revenue opportunities

Annual Review

The 2021-2023 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

- Foster strong 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 cultivate communication. 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 continued ongoing customer service training. (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
- Continue to publicize the need for volunteers of all ages

Specific Actions

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

Continue to build and expand our profile in the Lloydminster region

Strategies:

- Grow awareness of theatre and events
- Highlight our positive image
- Gather and implement community feedback

Specific Actions

1. Continue to utilize our lobby monitors for promoting upcoming events and donors. (Responsibility: Operations & Promotions Coordinator and Technical Director)
2. Continue to use small drop-down screen at as many events as possible to promote upcoming events and donors for advertising gain. (Responsibility: Operations & Promotions Coordinator and 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 on all upcoming performances prior to July of each year to ensure partners are recognized in our season brochure (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 (Responsibility: Board Chairman and General Manager)
6. Promote our events at regional festivals and events. (Responsibility: General Manager and Operations & Promotions Coordinator)
7. Engage community by involving key players on Board Committees (Responsibility: Board Chairman)
8. Compile an annual report in January of each year on the residency of our audience members to determine the extent of our profile in the region. (Responsibility: Box Office & FOH Administrator)

9. Acquire VJCT swag (i.e., beach ball) to help promote our venue within the region.
(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

Provide exceptional live performing arts experiences that appeal to a diverse audience

Strategies

- Identify what will make a VJCT experience unique and repeatable
- Offer surprise 'bonus' for attendees
- Identify and eliminate attendance barriers
- 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. Enhance patron's experience by exploring all food and beverage options. (Responsibility: General Manager)
2. Maintain professional image of staff with dress code policy (Responsibility for policy: Board of Directors)
3. Explore possible extras for pre-show and post show experiences (i.e., drink feature at the bar, pre-show artist in lobby) (Responsibility: General Manager)
4. Survey patrons and general public at shows or post show to determine what they want to see (Responsibility: Operations & Promotions Coordinator)
5. 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 as well as performances that appeal to a younger demographic (under 40 years of age). (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 October of each year.

Outcome Measure

Patrons have been surveyed to determine the impact of our pre-show appearance, service improvements, and what programming they want to attend.

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

OUR FACILITY

Goal 4

Provide an exceptional venue for our patrons through the maintenance of our facility while planning our facility expansion and facility enhancements

Strategies

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

Specific Actions

1. Purchase technical equipment as required and within an approved budget.
(Responsibility: General Manager and Technical Director)
2. Continue to fix equipment issues in a timely manner on an ongoing basis.
(Responsibility: Technical Director)
3. Acquire blueprints to build multi-purpose space expansion (Responsibility: Facility Committee)
4. Establish boundaries and parameters with Lakeland College on facility enhancements.
(Responsibility: College Liaison Committee)
5. Update lower lobby furniture (Responsibility: Facility Committee)
6. Work with Lakeland College to change the lobby lighting to make it more welcoming
(Responsibility: College Liaison Committee)
7. Install window wrap in front of College Library windows to improve the lobby ambience
(Responsibility: General Manager)
8. Update the lobby walls with fresh paint (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 multi-purpose space expansion.

Technical equipment requirements will be planned in advance.

Lobby will be inviting.

OUR FUNDING

Goal 5

Foster and diversify present and future funding and revenue opportunities

Strategies

- Maintain and build new relationships and partnerships in the community and region
- Share and explore ‘best practices’ with other venues
- Foster relationships with competing presenters (i.e., Exhibition, Casino)
- Explore all potential funding and grant opportunities
- Continue hosting an annual fundraising event

Specific Actions

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

Review Date

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

Outcome Measure

New revenue sources each year.

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