



THEATRE SARNIA

STRATEGIC PLAN

2022-2025

PRESENTED AT THE
AGM SEPTEMBER 14, 2022



MESSAGE FROM THE CHAIR OF THE BOARD & EXECUTIVE DIRECTOR

It has been an honour serving as the Chair of Theatre Sarnia for the past 2 years. The theatre, like many other agencies, had to close its doors during the pandemic. For the Board, our initial strategies focused on survival and an ability to potentially re-open. Thanks to the generous support of our electronic 50/50 lottery and government grants, the organization has made it through the darkest days in the organization's history. Like many others, going through a pandemic created a pause for reflection on what are the more important things that we can sometimes take for granted. I didn't realize how much I missed going to the theatre, being part of the wonderful Theatre Sarnia community, and the positive impact the arts had on my personal well-being.

I am cautiously optimistic that those dark days are behind us and I am delighted to share the new strategic plan for the organization. Our people are our greatest asset and this strategic plan really demonstrates that. I truly believe that there is 'A Role for Everyone' at Theatre Sarnia with a focus on creating opportunities for development and supporting the arts in our community.

Marlene Kerwin
Board Chair
Theatre Sarnia



I am thrilled with the contents of this strategic plan. The board has done an incredible job of creating a thorough, responsible, and important document that will guide this organization to success over the next 3 years. This strategic plan focuses on developing, nurturing and including all who want to be involved in any of the events that we produce, promote or present. The priorities set out in this document emphasize the importance for Theatre Sarnia and the Imperial Theatre to continue to be sustainable, present opportunities in all aspects of the performing arts to all members of the Sarnia Lambton Community. I look forward to expanding on our current offerings, both in programming and in opportunities to grow in all of our departments. Through continuing to strategically enhance, expand and develop the organization it allows Theatre Sarnia to better prepare future arts leaders to continue on. By focusing on the membership and furthering their ongoing education, training, and mentorship, Theatre Sarnia can ensure that the Sarnia-Lambton arts community remains relevant and responsive. With the success of this Strategic Plan Theatre Sarnia will provide both the opportunities, spaces, and technical tools for arts creation as well as organizational development and sustainability.

Brian Austin Jr.
Executive Director
Imperial Theatre/ Theatre Sarnia

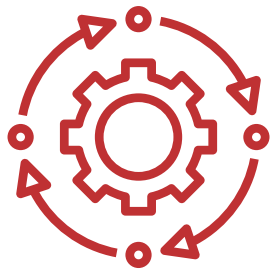


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INTRODUCTION

Theatre Sarnia is proud to present our 2022-2025 Strategic Plan *A Role For Everyone*



STRATEGIC PLANNING PROCESS

In January of 2022, the Theatre Sarnia Board of Directors created a 3 member subcommittee to develop a survey to gain information from key stakeholders to help develop our strategic plan. The survey focused on demographics, communication, relationships, programming, strengths, weaknesses and opportunities.

The survey was conducted online in March 2022 and gathered over 200 responses. The responses were compiled, analyzed and discussed by the subcommittee. A recommendations document was created in May 2022 for use at the Board Strategic Planning session. Further to this, an online survey was distributed to all members of the Governance, Finance, Community Engagement and Production Committees.

The Board of Directors participated in Strategic Planning sessions on June 21st and 22nd, 2022. The sessions focused on updating our Vision, Mission and Values as well as creating 3 objectives for the organization's strategic priorities to operate within.

211
RESPONSES RECEIVED
AND ANALYZED
FROM THE ONLINE
SURVEY

STRATEGIC PLAN

2019 - 2022

Vision

Excellence in Artistic Leadership and Development

Theatre Sarnia's current strategic plan was created in 2018 to cover the 3 year period, June 1, 2019 to May 31, 2022. Despite the pandemic, the organization was able to achieve many of its strategic priorities. The plan identified a need for the organization to focus on governance, community engagement, fundraising, marketing and promotions and Theatre Sarnia branding.

Strategic priorities from the 2019-2022 plan were as follows:

1. Ongoing development of Board member roles, responsibilities and accountabilities;
2. Development of a 5-year rolling capital project plan;
3. Prioritization of fundraising activities to support capital planning and operations;
4. Expansion of financial monitoring and reporting related to potential capital investments;
5. Building the membership base and exploring development opportunities for members;
6. Enhancing the focus on youth group programming.

Achievement of 2019-2022 Strategic Priorities:

1. Developed a skills matrix to assist with Board member succession planning;
2. Enhanced Board orientation and education;
3. Created a fundraising committee that was later absorbed into the Finance Committee;
4. Successfully launched electronic 50/50 lottery which positioned the theatre to purchase much needed capital that was identified as part of the capital project plan;
5. Developed monthly cash flow forecasts to monitor sustainability of the organization throughout the pandemic. The operating budget was rescinded with closures so developed alternate procedures to monitor financial outlook of the organization;
6. Developed capital project reporting aligned with available fundraising dollars which facilitated the organization's ability to achieve capital improvements in an accelerated timeframe;
7. Launched a volunteer recruitment campaign that aligned with planned reopening of the theatre. Production manager role was expanded to include coordination of volunteers for the organization.
8. Created a new youth programming curriculum and added the role of youth engagement coordinator.
9. Hosted community events such as free outdoor shows, food drives, etc. as a way to give back to the community for their ongoing support throughout the pandemic.

The new strategic plan will continue to build on the past initiatives aligned with the updated mission, vision and values of the organization.

VISION, MISSION, VALUES

VISION STATEMENT

Theatre Sarnia - A role for everyone

MISSION STATEMENT

To enrich, educate and entertain our community through the performing arts.

VALUES

We believe:

The people engaged in our organization are our most valuable asset.

The performing arts have the ability to positively impact our quality of life.

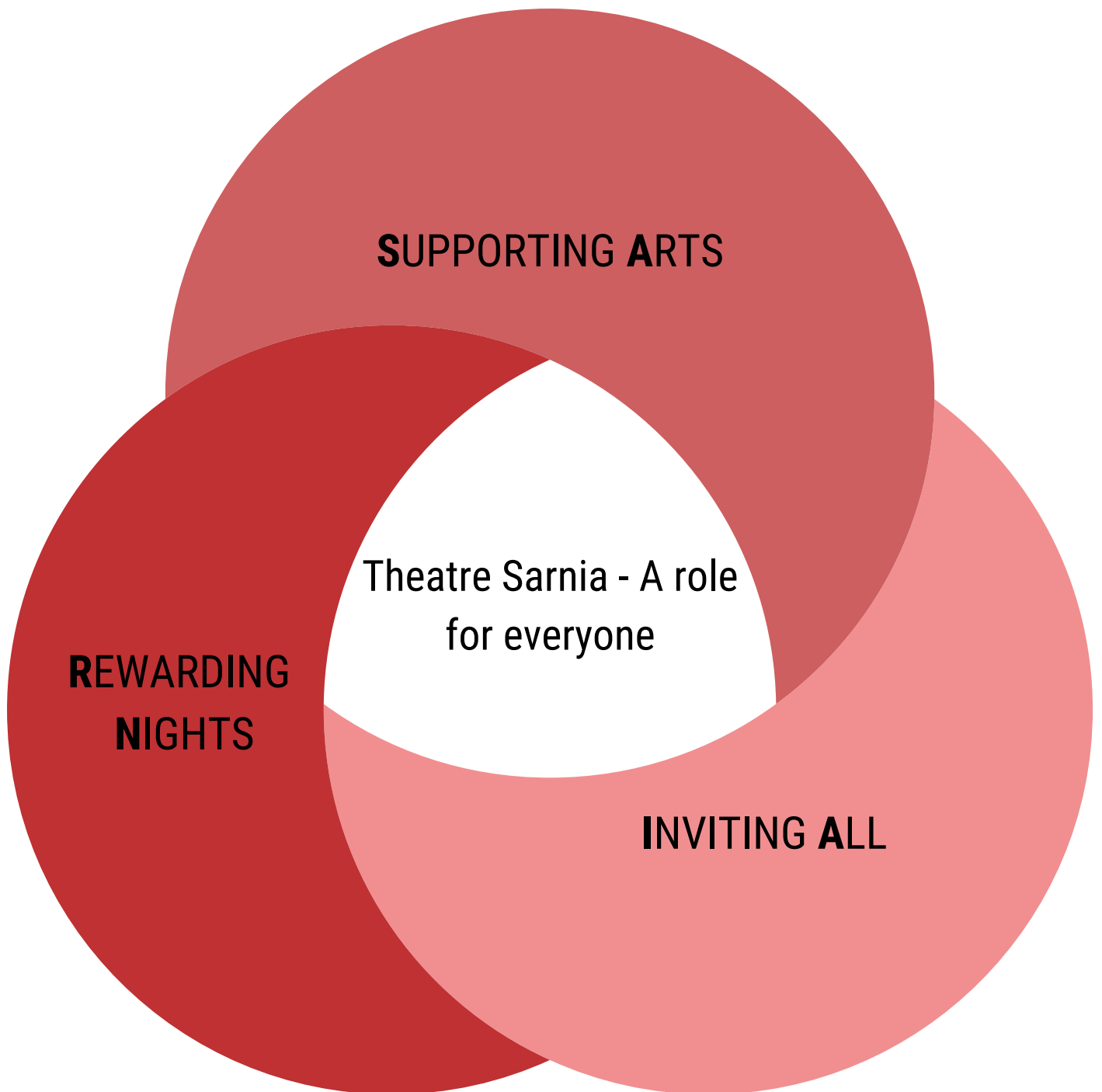
Innovative leaders enhance our arts community.

In broadening and developing cultural awareness.

Exceptional experiences require consistency.

In providing a space for the community to experience arts and culture.

STRATEGIC SYNERGY



STRATEGIC PRIORITIES

SUSTAINABILITY

We will focus on financial stability as well as that of our membership and volunteer base.

INCLUSIVITY

We will ensure that everyone is welcomed and treated with respect and kindness.

ENTERTAINMENT

We will have people leave the theatre having had an amazing experience.

DEVELOPMENT

We will prioritize investment in opportunities for our membership and enhancements to our facilities.

YOUTH ENGAGEMENT

We will recognize the importance of creating opportunities for youth in all aspects of the performing arts.

COMMUNICATION

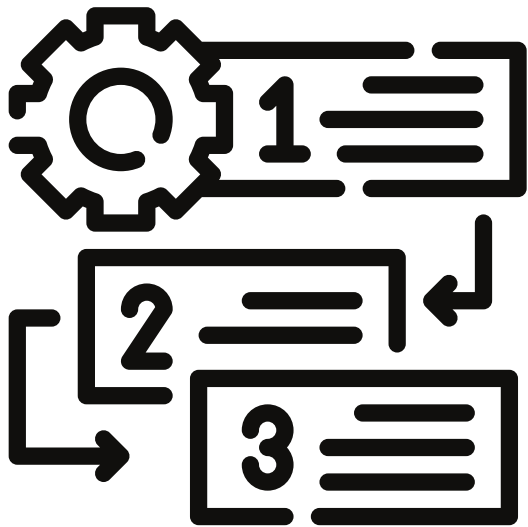
We will provide diverse and effective communication streams to our membership, patrons and stakeholders.

EXPANSION

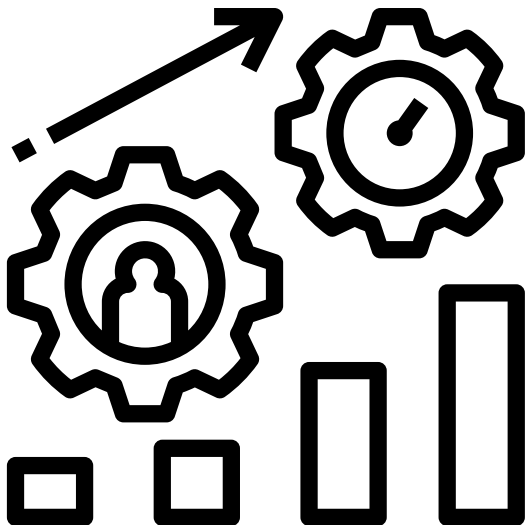
We will maximize our space and grow to facilitate our programming.

NEXT STEPS

The specific actions, timing, priority, budget and performance measure for each of our Goals and Objectives will be outlined in detail in the separate development and implementation of Work Plans and Performance Measures of the Board and its Committees.



Work Plans



Performance Measures

ACKNOWLEDGEMENTS

Developed by the Board of Directors

Marlene Kerwin, Chair
Dan Tidball, Vice-Chair
Jay Peckham, Secretary
Bob Wark, Treasurer
Phil Bedard
Gord Bristo
Steve Gelinias
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Janet Shrumm
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**STRONG STRATEGY
WILL CHART THE COURSE
TO OUR 100 YEAR ANNIVERSARY**