# Theatre Manager’s Work Plan 2015-2018 OSLT Mission Statement Offering our members opportunities for developing skills in the art and business of theatre. Support for a broad range of performers and artists to use The Roxy Theatre. Local partnership building with community groups to support our mission. Theatre performances, repertory and original, regularly produced by members.

| **Strategy** | **Steps to Achieve the Strategy** | **3-Year Timeframe**  **2015-16 2016-17 2017-18** | | | **Who is Responsible** | **Performance Indicator – how you will know the strategy is complete** |
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| **Financial Sustainability**  **Goal 1: To ensure that the Roxy Theatre continues to remain financially stable** | | | | | | |
| Strategy 1: NEW  Return sponsorship levels to $21,000 over a three-year period.  At $16,000 as of Dec/14. | Steps for Strategy 1:   1. Create an ad hoc committee of 3-4 people to work on an updated sponsorship plan 2. Canvass OSLT producers re: business contacts for their productions 3. Contact lapsed sponsors | June /15  August /15  August /15 | June/16 | June/17 | Theatre Manager  and  Ad Hoc Committee | Ad hoc committee 1st meeting by June 2015.  Increase sponsorships to: $18,000 for 15/16 season; $20,000 for 16/17 season; $21,000 for 17/18 season. |
| Strategy 2:  Increase income from venue rentals to $20,000 over a three-year period.  At $12,960 as of Dec/14 | Steps for Strategy 2:   1. Promote theatre as a venue of choice for touring productions and artists 2. Meet & work with OSLT to ensure available resources – space, volunteers 3. Conduct promoter/artist satisfaction survey 4. Review fee schedule & compare to other, similar venues | Ongoing  June/15 | Summer/16 |  | Theatre Manager, with input from OSLT FOH managers and Bar manager, and producers of current OSLT shows. | \*Venue rentals at $20,000 by the 17/18 season.  \*90% of surveys show a 4 out of 5 satisfaction rate |
| Strategy 3:  Manage building maintenance costs | Steps for Strategy 3:   1. Take advantage of 2-part lighting grant 2. Research capital project grants 3. Conduct a cost-benefit analysis re: hiring a part-time maintenance person/cleaner to replace contracted cleaners | Mar /15  Summer/15  Summer/15 |  |  | Theatre Manager, Maintenance Team, Consultant | \*LEDs installed (Stage 1) by July 2015  \*LEDs installed (Stage 2) by Fall 2015  \*Present Cost-Ben analysis to OSLT Board Sept/15 |
| Strategy 4: Priority  Ensure that the theatre has a new roof by 2018  Strategy 4,cont’t: | Steps for Strategy 4:   * Attending Trillium grant workshop * Apply for Trillium Grant application * Update roofing quotes * Budget capital funds for a new roof * Work with Leigh Greaves of the Harmony Centre on a joint fundraising campaign * Put on an extra show (Billy Bishop Goes to War) and use the proceeds for the roof * Book roofers | March/15  June/15 | 16/17  Spring/16  Fall 2016  16/17 season | Fall /17 | Theatre Manager  Theatre Manager Theatre Manager and  Finance Team | \*Attendance confirmed  \*Applied by deadline  \*Submit new quotes  \*Recorded in 2016/17/18 budget  \*Plan and cohost fundraiser  \*BBGTW show in 16/17  \*New roof Spring 2018 |
| Strategy 5:  Have auditorium painted as soon as roof replaced | Steps for Strategy 5:   * Meet with Neale Kemp to discuss funding possibilities and timelines * Send RFP for painting * Decide on colours & decoration * Book painting company | Spring /15 |  | 17/18 season | Theatre Manager  and  Maintenance Team  and  Neale Kemp | \*Have auditorium painted by the fall/winter of 2018, immediately after the roof. |
| Strategy 6:  Secure Grants, Co-Pros, Ad Sales, “blockbusters” | Steps for Strategy 6: |  |  |  |  |  |
| **Staff and Human Resources**  **Goal 2: To ensure that staff members are engaged and productive** | | | | | | |
| Strategy 1: ONGOING  Maintain effective communications | Steps for Strategy 1:   * Hold regular staff meetings * Email the box office with regular updates and/or changes to shows and courses. * Conduct annual staff satisfaction survey | 2015  2015  June 2015 | Ongoing  June /16 | Ongoing  June/17 | Theatre Manager  and  Staff | \*Review survey results from staff for feedback.  \*Record meeting dates to ensure meetings were regular |
| Strategy 2:  Conduct annual performance appraisal | Steps for Strategy 2:   * Set dates for staff performance reviews * Invite one-two board members to help with the review * Give feedback to the staff member | Annual appraisals  May 2015 | Annual appraisals May 2016 | Annual appraisals  May 2017 | Theatre Manager and  Board Member(s) | \*Reviews were conducted on time  \*Feedback was delivered to staff members |
| Strategy 3:  Review and develop HR policies and procedures to further the organization’s capacity | Steps for Strategy 3:   * Research best practices * Update forms as necessary * Create new policies and procedures as per best practices and as needed | Ongoing | Ongoing | Ongoing | Theatre Manager,  Policies & Bylaws Team,  Board of Directors | Monthly check-in at Board meetings to review and update policies, procedures, and forms |
| **Member Engagement**  **Goal 3: To sustain a high level of member engagement** | | | | | | |
| Strategy 1:  To develop a work plan with the Membership Coordinator | Steps for Strategy 1:   * Initiate regular meetings for Membership Coordinator with two board members and Theatre Manager * Develop work plan for coordinator | March /15  May/15 | Ongoing  Ongoing | Ongoing  Ongoing | Theatre Manager,  Board Members,  Membership Coordinator | \*Record dates of meetings to ensure they are happening.  \*Review work plan to ensure it is on track with organization’s plan |
| Strategy 2:  To develop a satisfaction survey for members | Steps for Strategy 2:   * Develop and administer an annual survey for members * Administer survey to members * Results reviewed and changes made | Fall/15 | Spring /16  Summer/16 | Winter 2016-17 | Theatre Manager, Membership Coordinator,  Board Members | \*Was a satisfaction survey created? How many members responded?  \*Were recommendations acted upon by coordinator? |
| **Professional Development**  **Goal 4: To continue to learn and develop in the role as theatre manager** | | | | | | |
| Strategy 1:  Develop more Human Resources knowledge to better deal with staff issues | Steps for Strategy 1: |  |  |  |  |  |
| Strategy 2:  Participate in online courses and conferences as they relate to TM position | Steps for Strategy 2: |  |  |  |  |  |