

Sault Community Theatre Centre Strategic Plan (2024-2028)

A. Mandate

The Sault Community Theatre Centre's (SCTS) mandate represents the "objects" of the not for profit Corporation. These objects are the raison d'être for incorporating the SCTC in 1990 and are contained in its letters patent. They also formally describe, in broad terms, the Centre's legal purpose.

Mandate:

- To establish a multi-purpose, non-profit performing arts centre in the City of Sault Ste. Marie, Ontario which will be available to the community for educational purposes and, in particular, for educational purposes that promote the appreciation of the aesthetic arts;
- To promote and facilitate education and instruction in performing and theatre arts in the City of Sault Ste. Marie, Ontario;
- To provide improved opportunities for groups and individuals interested in the performing and theatre arts in the City of Sault Ste. Marie, Ontario.

B. Mission

At the Sault Community Theatre Centre, our mission is to provide an inclusive multi-purpose facility for the community where the performing arts thrive, and culturally diverse events are celebrated.

C. Vision

The SCTC is recognized as making a valuable contribution to our community and the arts in general. Our aspirations are:

1. To be financially secure: Increased ticket sales and other sources of revenue;
2. To remain accessible and affordable to the community;
3. To offer greater variety of events and partners
4. To Increase usage: booked 95% of the time
5. To enhance internal capacity and governance (professional leadership, board development, staffing, training, orientation)

E. Priorities

1. **Promotion, Marketing and Community Engagement** Goal: Build awareness of SCTC facilities and services to increase our audience.
2. **Organizational Development** Goal: Sustain and grow the organization.
3. **Funding and Infrastructure Sustainability** Goal: Facilitates the SCTC ability to compete and helps enable achievement of all SCTC priorities.
4. **Productivity and Growth** Goal: Support financial stability and contribute to our community's well-being & identity.

F. Objectives for Each Priority

Priority: Promotion, Marketing and Community Engagement

1. A data collection system initiative is developed and implemented – it will focus on market area demography, theatre users and audiences to inform SCTC marketing, promotion and programming efforts .
2. A public relations/outreach strategy to increase the volume, range and diversity of theatre users and audiences is developed and implemented.
3. A marketing and promotion plan, an “evergreen” social media program implemented.
4. A cultural needs/interest assessment undertaken to determine audience and user growth opportunities.

Priority: Organizational Development (enhancing governance capabilities)

1. A General Manager hired and ultimately the organization's CEO.
2. SCTC transition from a Working Board to a Governance Board, facilitated through planning and governance training
3. A Board succession plan developed and implemented.
4. A Human Resources policy, including compensation review, developed and implemented

Priority: Funding and Infrastructure Sustainability

1. Create Theatre asset inventory (database) and lifecycle with details ,including the costs to operate, manage, maintain as well as to renew or replace its capital assets.
2. Prepare a 10-year capital plan based on the Theatre asset inventory and lifecycle details.
3. Prepare a report of research findings on the economic impact of community performing arts theatres in mid-size cities as part of presentation to Municipal Council and other local stakeholders.
4. Explore external funding opportunities (e.g., partnerships, sponsorship, naming rights etc.) and the development of a financial growth plan.

Priority: Productivity and Growth

1. New Sources of income identified and established (e.g. black box, conferences, movie premieres, cocktail, corporate events, etc.)
2. Market the Theatre's capabilities and accommodate a broader range and more diverse programming attracting new theatre users and audiences, thereby increasing its use.
3. Set specific programming plan with goals/ratios for annual targeted content and groups - re: use of the theatre.