



Ankeny Community Theatre Strategic Plan 2020—2023

Vision

Ankeny Community Theatre is a welcoming place where people of diverse backgrounds have fulfilling theatrical experiences that are a vital part of the cultural landscape and the quality of life in our community.

Mission

Ankeny Community Theatre provides opportunities for Central Iowa community members to present and enjoy quality live theatre.

Introduction

Ankeny Community Theatre (ACT) builds a community of creative people who enjoy working together to present our programming. We provide a welcoming space with efficient systems and operations and quality facilities that support the creative journey of actors, directors, and the others who come together to present and enjoy high quality theatre experiences. This strategic plan outlines how we will accomplish these aims over the next three years.

Goal One

Ankeny Community Theatre has the facilities, systems, and resources necessary to support its mission.

Objective 1

Ankeny Community Theatre's facility provides a welcoming, efficient, and intimate space for performances and educational workshops.

Key Tactics

- Develop (update) a facilities plan.

Important features of the facility:

- ⇒ A welcoming, intimate space.
- ⇒ Room for educational programming and, ideally, rehearsal space.
- ⇒ Supports the vision/mission of ACT.
- ⇒ Includes ACT's current and anticipated technology needs to increase systems efficiencies for easy use by our volunteers and provide greater access to ACT's productions.

The facilities plan should include a financial plan that outlines the costs projections for various facility options and the revenue sources that will fund the facility update.

Responsibility: Building Committee working with the Finance and Fundraising Committees

Timeline: by August 31, 2020

Indicators of Success

- ⇒ By August 31, 2020, the ACT board will have an actionable facilities plan for implementation. The plan will describe facility needs and priorities and include financial projections, recommendations for next steps, and a timeline for action to present to ACT membership.
- ⇒ By August 31, 2020, the board will make a decision about how to proceed to upgrade Ankeny Community Theatre's facility to better support ACT programming.
- ⇒ Timely, efficient, and cost-effective implementation of the board's decision for upgrading the facility.

Goal One

Ankeny Community Theatre has the facilities, systems, and resources necessary to support its mission.

Objective 2

Ankeny Community Theatre uses sustainable organizational systems to ensure that its leaders and volunteers have appropriate access to organizational assets.

Key Tactics

- Develop an inventory of organizational assets, including, but not limited to website and social media accounts, financial accounts, including credit cards and lines of credit, audience and creative team databases, and equipment and supplies.
- Identify the location of each organizational asset and who has access to it.
- Develop systems and policies providing access to organizational assets based upon organizational role or position (e.g., board member, board officer, or committee chair).
- Develop transition and succession plans to transfer access to assets when individuals change their roles or positions within the organization. For example, when a new board president is elected, what are the procedures for the timely transfer of information, documents, and access to assets from the previous president to the new president?

Responsibility: Board Taskforce that includes chair of Data Committee, the Board Treasurer, and the President-Elect, as well as any other board members who are interested and available to serve

Timeline: by August 31, 2020

Indicators of Success

- ⇒ Adopted asset management policies that include appropriate redundancies and back-up systems to ensure reliable and sustainable asset management and control with clear systems to efficiently transfer responsibilities and access to assets as people join and leave the board and key committee positions.

Goal One

Ankeny Community Theatre has the facilities, systems, and resources necessary to support its mission.

Objective 3

Ankeny Community Theatre has active and skilled leadership that supports ACT's implementation of its strategic plan.

Key Tactics

- Actively inform and engage ACT members in the implementation of the strategic plan.
- Thoughtfully recruit diverse board and committee members who support the implementation of ACT's strategic plan.
- Develop a brief description of the purpose and responsibilities of each committee.
- Actively recruit non-board volunteers to serve on ACT committees.
- Ask each committee to develop an annual action plan that outlines committee activities and timelines that support ACT's strategic plan.
- Establish a regular committee meeting schedule based upon the priorities and tasks of each committee.
- Establish communications systems that help ensure committee/board accountability for the committees' annual action plan.

Responsibility: Board Members who chair the committees

Timeline: by August 31, 2021

Indicators of Success

- ⇒ By the members' meeting in 2020, have written descriptions of the purpose and responsibilities for each committee that can be used to recruit committee members.
- ⇒ By the members' meeting in 2020, have a draft committee meeting schedule that can be provided to prospective committee members.
- ⇒ In early 2021, develop committee action plans that support ACT's strategic plan.
- ⇒ In 2021, establish communication systems that support committee/board accountability for accomplishment of the committees' action plans.
- ⇒ Timely implementation of ACT's strategic plan.

Goal One

Ankeny Community Theatre has the facilities, systems, and resources necessary to support its mission.

Objective 4

Ankeny Community Theatre has diverse revenue streams and a broad base of support to further its activities.

Key Tactics

- Develop an annual budget that identifies targets for each revenue category.
- Develop an annual membership and fundraising plan.
- Develop the option for donors to make recurring donations.
- Promote membership to increase the number of members.
- Identify and implement fundraising events linked to the core mission of the organization, such as the dinner theatre.

Responsibility: Finance Committee working with the Sales/Membership Committee and Fundraising Committee

Timeline: by August 31, 2021

Indicators of Success

- ⇒ An annual increase in ACT's unrestricted fund balance.
- ⇒ An increase in the number of ACT members.

Goal 2

Ankeny Community Theatre's programs support the creative growth and development of its members.

Objective 1

Ankeny Community Theatre presents an annual season of high quality live theatre performances that showcase the talents and abilities of Central Iowa community members.

Key Tactics

- Develop a season of productions that engages ACT's actors, directors, and creative teams.
- Ensure a season of productions that is financially feasible for ACT.
- Actively recruit diverse actors, directors, and other creatives to work with ACT.
- Develop systems and policies that provide adequate rehearsal time in the theatre for each of the productions.
- Provide support, systems, and oversight to provide effective structure and positive creative experiences for the actors, directors, and creative teams involved in the productions.

Responsibility:

Production Committee

Play Selection Committee

Data Committee—post production surveys

Timeline:

annually, according to the play selection schedule

Indicators of Success

- ⇒ Ability to recruit diverse actors, directors, and creative teams for ACT productions.
- ⇒ Positive survey results.

Goal 2

Ankeny Community Theatre's programs support the creative growth and development of its members.

Objective 2

Ankeny Community Theatre presents an annual series of theatre education workshops designed to enhance the production value of ACT's upcoming season.

Key Tactics

- Identify workshop topics linked to ACT's upcoming season.
- Actively recruit workshop facilitators for various topics.
- Coordinate the annual workshop schedule with ACT's production schedule.

Responsibility: Education Committee working with Production and Play Committees
Data Committee—workshop surveys

Timeline: annually, coordinating with the production schedule

Indicators of Success

- ⇒ Attendance at educational workshops.
- ⇒ Improvement in members' skills.
- ⇒ Positive survey results.

Goal 2

Ankeny Community Theatre's programs support the creative growth and development of its members.

Objective 3

Ankeny Community Theatre is an active member of the Iowa Community Theatre Association (ICTA) and the American Association of Community Theatres (AACT).

Key Tactics

- Include ICTA and AACT membership dues in ACT's annual budget.
- Include expenses for ICTA festival productions in ACT's annual budget.
- Include expenses to send ACT representatives to ICTA's annual convention in ACT's annual budget.
- Develop a fund to support expenses associated with AACT's regional competitions.
- Regularly acknowledge and publicly promote Ankeny Community Theatre's affiliation with ICTA and AACT.

Responsibility:

Finance Committee (budget items)

Fundraising Committee (fund for regional competitions)

Play selection (festival productions)

Timeline:

annually, coordinating with the production schedule

Indicators of Success

- ⇒ ACT representation at ICTA's and AACT's conferences and festivals.
- ⇒ State and regional recognition of ACT from ICTA and AACT.

Goal 3

Ankeny Community Theatre is known throughout the region for its creative, high quality programming.

Objective 1

Actively promote Ankeny Community Theatre (ACT) as the area's affordable, accessible choice for high quality theatre productions.

Key Tactics

- Develop key, consistent messages for board/volunteers to use as they talk to others about ACT.
- Regular board member participation in area networking opportunities to promote ACT.
- Maximize the use of virtual word-of-mouth promotions through Facebook and other social media platforms.
- Use low-key marketing tactics—t-shirts, table tents, flyers, bumper stickers—to raise ACT's profile and increase community engagement with the theatre.
- Use guerilla marketing tactics to raise ACT's profile and increase community engagement with the theatre.
- Actively promote Ankeny Community Theatre (ACT) to more diverse audiences.
- Regularly update ACT's marketing plan and tactics based upon audience data.
 - ⇒ Analyze ticket sales data for audience trend data.
 - ⇒ Survey audience members after the show about their impressions about the show, how they heard about it, and what they know about ACT.

Responsibility: Marketing Committee
Data Committee

Timeline: develop messaging, networking, marketing and promotions plan by August 31, 2020, for implementation beginning September 2020

Indicators of Success

- ⇒ Ticket sales.
- ⇒ Season ticket sales.
- ⇒ Analytics from Facebook and other social media platforms—e.g., likes, comments, shares, and other indicators of the viralness of ACT's messages/promotions.
- ⇒ Feedback from audience surveys.

Goal 3

Ankeny Community Theatre is known throughout the region for its creative, high quality programming.

Objective 2

Develop strategic partnerships to increase area awareness about Ankeny Community Theatre (ACT) and its productions.

Key Tactics

- Explore a partnership with another area theatre to promote both organizations.
- Seek underwriters and sponsors for ACT's shows.
- Promote acting, directing, and creative opportunities through the networks of partner organizations.

Responsibility:

Fundraising Committee working with the Marketing Committee and the Sales/Membership to develop and promote sponsorship benefits
Play Committee
Production Committee

Timeline:

by August 31, 2021

Indicators of Success

- ⇒ The number of underwriters/sponsors.
- ⇒ Underwriting/sponsorship revenue.
- ⇒ Increase in audience numbers.
- ⇒ Increase in word of mouth marketing.
- ⇒ Connections to a wider number of networks.