

Summary  
**STRATEGIC/OPERATING PLAN**  
**2016 – 2019**  
**HISTORIC VOGUE THEATRE OF MANISTEE**



**October 2016**

## Preface

This strategic plan covering the 2016-2019 period was developed to serve as a working guide for the operations of the Historic Vogue Theatre of Manistee Board of Directors nonprofit organization, as well as the staff and volunteers of the organization.

We invite input on this plan and assistance from all interests in implementing the plan consistent with the overarching purpose of the Theatre to be by, for and about the greater Manistee community and everyone who enjoys great entertainment.

**Board of Directors, Historic Vogue Theatre of Manistee  
October 2016**

## Our Vision

*To be a premier choice for entertainment in Northwest Michigan, consistently creating an unparalleled movie-going experience for everyone, thereby benefiting the Manistee area community.*

## Our Mission

*The Historic Vogue Theatre of Manistee (HVTM), a 501(c)(3) nonprofit volunteer-driven organization, is devoted to bringing its audience the latest and best cinematic offerings at affordable prices, as well as enriching the community culturally and economically by providing a gathering place and source of pride and excitement now and for future generations.*

## Strategic Areas of Focus

The following summarizes our goals for four areas of focus aimed at achieving the vision and mission: 1) Financial Stability; 2) Marketing; 3) Management and Operating Efficiency; and 4) Fulfilling the Community Promise

### 1. Financial Stability

We will strive to do the following to further stabilize the financial condition of the Theatre that has been profitable since it began operation in December 2013. We will...

- **Budget.** Prepare a three-year budget for the Theatre, updated annually.
- **Debt.** Restructure and ultimately eliminate short-term debt (the Theatre has no long term debt)
- **Capital Fund.** Create a Capital Improvement Fund to cover the cost of equipment replacement, repairs and unforeseen capital needs.
- **Sustainability Fund.** Develop an organized, ongoing program to encourage charitable giving to ensure the long-term sustainability and vitality of the Vogue as a local, regional and state-wide destination for great entertainment. At the same time, we will develop capacity to seek grants for specific Theatre projects and initiatives.

### 2. Marketing

Our activities will center on understanding customer satisfaction, building partners, expanding use of social media and opening new markets for the Theatre. We will...

- **Customer Feedback.** Develop and use survey tools to define the demographic and geographic traits of Vogue patrons, and better understand their expectations and level of satisfaction.

- **Post-Secondary Partnerships.** Collaborate with West Shore Community College and Baker College to assess their capabilities and interests with regard to helping with development and application of marketing plans and tools. We will also build marketing and business internships with WSCC and Baker Colleges, and working with MSU and U of M to advance their film programs with special screenings and events.
- **Social Media.** Use social media to build the customer base and market penetration. Measure success with quantitative data (i.e., number of hits and “likes”) and qualitative feedback (i.e., pose questions to users on a regular basis).
- **Market Expansion.** Develop and implement practices to identify and reach three or more new markets (geographic, demographic, interests, etc.) to introduce them to the Theatre and collect feedback/data regarding their experience. We also need to develop a plan for targeted marketing using electronic and print media.

### 3. Management and Operating Efficiency

Now that the Vogue is completing the initial start-up period and has consistently achieved profitability we will focus on ensuring that roles and responsibilities are defined and that practices and policies are in place to ensure the strength and stability of the organization.

- **Board Role.** Reposition the Board to be an oversight and advisory entity by identifying the respective functions of the Board and staff and identifying and securing the skills and experiences in Board members to drive the organization forward.
- **Board Diversity.** Establish board membership that reflects key geographic markets of the Theatre, with relevant areas of expertise including, but not limited to, financial, legal, marketing, industry, retail, education and volunteer management.
- **Staff Evaluation and Compensation.** Continue to implement and improve a systematic process for compensation and performance evaluation for all staff whereby the Board is responsible for establishing performance standards for the General Manager and completing an annual review and feedback on performance.
- **Board Committees.** Re-evaluate the committee structure to optimize the allocation of responsibilities to ensure the success of theatre management and operations.
- **Operating Policies and Procedures.** Complete key policies and procedures that are crucial to operations and management. Establish an ongoing process to revisit annually.

### 4. Fulfilling the “Community Promise”

#### Background

Throughout the Theatre revitalization process, the impact that a restored and operating Vogue Theatre could have upon the greater Manistee area became a multi-faceted promise that engaged volunteers, donors, families and others. The “community promise” consists of several components:

- 1) To be a “catalyst” for the betterment of the community
- 2) To be much more than just a movie theatre
- 3) To be a community center for convening area groups and organizations
- 4) To offer outstanding value, enabling access and enjoyment by all (i.e.: high quality + affordable pricing)
- 5) To achieve financial sustainability

We will do the following toward fulfilling the community promise:

#### TO BE A CATALYST FOR THE BETTERMENT OF THE COMMUNITY

- **Collaboration.** Increase collaboration, by establishing three or more new partnership programs with Manistee area businesses or organizations.
- **Festival.** Support efforts to increase downtown Manistee traffic by creating one new festival event (centering on the Vogue)

#### TO BE MUCH MORE THAN JUST A MOVIE THEATRE

- **Local Relevance.** Establish and implement a policy of supporting/showing films with local ties.
- **Partnerships.** Expand outreach activities with Manistee area entities to create and promote event opportunities resulting in an enhanced movie-going experience, as well as increased awareness for these organizations. Specifically, collaborate with area organizations to host four or more mutually beneficial viewing events (i.e., Previous events with Staircase Youth, Veterans, etc.).
- **Diversity.** Offer diverse films that exemplify the best in programming, as both an “art house” (i.e., classics, locally-made, etc.) and a first-run-films theater (i.e., blockbusters, award winners), with success measured annually via patron survey.

#### TO BE A COMMUNITY CENTER FOR CONVENING AREA GROUPS AND ORGANIZATIONS

- **Outreach to Civic Groups.** Increase outreach efforts by contacting four or more local civic organizations annually, with Vogue staff, board members, and active volunteers offering these groups volunteer opportunities.
- **Outreach to Schools.** Contact all schools and colleges serving Manistee county to identify opportunities for integration of film into education curricula, student volunteer opportunities, and recreational visits to the Vogue Theatre.
- **Communications.** Increase communication and transparency with progress reports using the Vogue website, newsletters, media exposure and periodic State of the Vogue events. Success to be measured annually via stakeholder survey.

#### TO OFFER OUTSTANDING VALUE, ENABLING ACCESS AND ENJOYMENT BY ALL

- **Pricing.** Establish a pricing policy focused on high quality and affordability, measuring effectiveness annually via internal financial reports and external comparison with other theaters in the region. The Vogue will continue operating “in the black”, working toward the goal of sustainability.