

Massey
THEATRE
SOCIETY



2024-2030 STRATEGIC PLAN

Renewal,
Transformation
and Sustainability



Minnie Marks, Marco Pereira, Thu Le and Luca Stricagnoli during International Guitar Night. Photo by Minnie Marks

Massey Theatre Society (the Society) and the artistic programming and community services it provides is undergoing an exciting transformation. In 2021, the Society signed a 25-year lease agreement, based in partnership, with the City of New Westminster for the Massey Theatre's expanded venue of the Eighth and Eight Creative Spaces. The certainty of this lease allows the Society to affirm a long-term vision of a vibrant accessible community and cultural arts spaces for all with sustainable strategies to achieve it.

THE VISION

A VIBRANT REGIONAL
DESTINATION FOR
CREATIVITY, ARTS
AND CULTURE



From left to right, Krystle Dos Santos and Terrell Edwards - A Night of Classic Soul (photo by Jessica Schneider), DandyLand Fliming (submitted), Rebecca Duncan (photo by Jessica Schneider), Children's Graphic Novel Writing & Illustration Festival Market (photo by Ashton Ramsay)

When the City of New Westminster assumed facility ownership in 2021 a shared commitment was established to improve, enhance and sustain the facility to benefit local and broader communities through stimulated arts and cultural aspirations. In the short and mid-term, these concurrent activities of both expansion and disruption require two phases of planning. The first phase is to manage carefully through facility renewal to remain viable and continue a high level of service to stakeholders. The second phase is to plan for and enable increased activity, support and interest in a future of vibrant growth.

This transformative era has prompted the Society to update its Strategic Plan to ensure its success as the long-term vision of the Society comes to bold fruition. The key drivers for the plan include:

The need to remain viable and active while managing the risks and impacts associated with capital renewal projects

The Society is highly dependent upon earned revenue from its facility-based activities. It is recognized that expanded operational demand of new programming spaces is coming concurrently with phase one of the facility renovation. There is a need to minimize disruption to programming and services and retain the staff team. This means working closely with City officials who are responsible for the capital project to optimize user experience, ensure sustainable operations and resource the Society's financial operations and programming during the facility renovation period.

The need to establish impactful and sustainable long-term plans for the Massey Theatre, the Society and the expanded creative spaces

Expansion has brought new opportunities for more varied artistic and community programming. It has also rapidly increased the budget and activity for the leadership and staff team to manage. There is more complexity in expenditures and revenue streams and opportunities to explore for ongoing expansion and a refreshed identity. The current financial and governance models were established when the Society governed only the Massey Theatre which was then embedded within a high school operation. These models need updating to better reflect our transforming operating context and future vision.

The opportunity to grow a thriving and vibrant inclusive artistic community under our expanded creative spaces footprint and long-term lease

The Artistic sector and local and regional communities have undergone rapid and transformative change over the past five years. We are all called upon to prepare for the rapid population growth projected over the next decade, to actively demonstrate principles of equity and inclusion, and recognize the impacts of rising costs of living in the region on daily life and community members. The Society is well positioned to build on its long and impactful history to make an increasingly valuable contribution to the community going forward. Through its growing artistic and cultural programming, equity, diversity and inclusion practices and supporting adaptive processes, the Society will be an Arts Centre of the future.

We have identified three overarching Goals representing progressive phases of the Strategic Plan. Near-term priorities will focus on achieving objectives under Goal 1 and advancing objectives under Goals 2 and 3. This Plan, and associated Goals, will be updated within the next two to three years concurrent with completion of short-term milestones of capital renewal.

These Goals build upon each other to mobilise planning beginning from the impending disruption and change, then engaging our teams in the detailed work of planning for transformative growth, and finally moving to establish updated models as we grow into and activate our improved and expanded spaces.



MANAGE THE CHANGES AT HAND**REMAINING VIABLE THROUGH CAPITAL RENEWAL PROJECT RISKS**

Navigate disruption, Maintain function, Retain and Develop our people

OBJECTIVES	Actions	Success looks like...
<p>Remain viable through the necessary closures and fluctuations in earned revenue</p>	<ul style="list-style-type: none"> • Assess the impacts of invasive work and phased closures on the Society and other stakeholders • Preserve core functions, relationships, staff and Board capacity, etc. 	<p>Stop and Start Plan in place</p> <p>Staff are retained throughout the phases and hold a high level of job satisfaction</p> <p>Adaptable work plans are in place to manage operational interruptions and impacts</p>
<p>Maintain marketing, communication and stakeholder engagement</p>	<ul style="list-style-type: none"> • Maintain and review our artistic and brand contributions and identity • Mobilise to engage the interest of new relationships • Develop a powerful Communications and Engagement Plan 	<p>Clear and proactive communication with internal and external stakeholders</p> <p>Sustained support of community and peers in the artistic sector</p> <p>Develop donations, sponsors, partnerships and future usage</p>
<p>Work with the City of New Westminster (the City) towards a vibrant future</p>	<ul style="list-style-type: none"> • Identify funding for programs, operations and facility improvements • Inform and help advance the City's Capital and Asset Management projects • Align activities with the City's plans, schedules and budgets 	<p>Positive relationships and pro-active engagement with the City</p> <p>Plans are well-informed and projects are achieved successfully</p> <p>The City's Strategic Priorities are woven into the Society's programs, are resourced and realised for the community</p>

RE-IMAGINE AND SOLIDIFY OUR FUTURE

Plan, Develop, Establish for the Future

OBJECTIVES	Actions	Success looks like...
<p>Build a new organizational model</p>	<ul style="list-style-type: none"> • Update the Society's current organizational model • Update the Society's governance plan, roles and responsibilities and processes • Update the Society's artistic and community service plan 	<p>The Society is a sectoral employer of choice with strong recruitment and retention achievements</p> <p>The Board of Directors is engaged and actively working toward clear goals</p> <p>Excellence in facility operation and programming is the attained</p>
<p>Identify long-term resource and fund management plans</p>	<ul style="list-style-type: none"> • Secure core funding opportunities • Develop a sustainable and diversified earned revenue portfolio • Develop a public and private sector fund development plan 	<p>Agreements in place for multi-year core funding</p> <p>Earned revenues are optimized</p> <p>Funding, donations, sponsorships and business partnerships are developing</p>
<p>Ensure equity, diversity, inclusion practices are working</p>	<ul style="list-style-type: none"> • Establish clear goals and metrics for equity, diversity, and inclusion • Update the Community Engagement plan 	<p>A vibrant and culturally safe organization</p> <p>Activities accelerate EDI and community belonging</p> <p>Community input and feedback is embedded in what we do</p>

GROW AND THRIVE

Achieve excellence, Remain accessible, embrace opportunities

OBJECTIVES	Actions	Success looks like...
Advance Artistic Excellence	<ul style="list-style-type: none"> • Design unique and exciting programming • Attract and sustain a large and lively audience and participant base • Innovate and develop Artistic practices 	<p>Improving equipment, spaces and working conditions for Artists</p> <p>Strengthening marketing and promotional impact</p> <p>Enriching artist, audience and participant engagement</p>
Establish a Distinct Cultural Destination	<ul style="list-style-type: none"> • Activate fully all spaces and programs • Establish high quality activities, services and experiences for visitors and community members 	<p>Daily experiences are available for a wide range of participants and interests</p> <p>Participant and visitor feedback is positive</p>
Respond to the need for Inclusion, Adaptability and Accessibility	<ul style="list-style-type: none"> • Implement universal design consultant advice • Embed inclusive principles and practices in the Human Resource plan 	<p>High participation and attendance by historically less served or excluded community members</p> <p>An inclusive and progressive employer that is literate in supporting a diverse staff team</p> <p>Accessibility improvements are in place</p>



Photo of Cassius Khan during the Mushtari Begum Festival. Submitted by artist.

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