



---

# STRATEGIC PLAN 2023



# MISSION

---

To enrich lives through musical theatre.

# VISION

---

- MSMT creates **transformative musical theatre experiences** that entertain, engage, educate, and inspire.
- MSMT **enhances the cultural life** and economic interests of the communities that we serve.
- MSMT instills a **lifelong appreciation** of and participation in theatre arts.
- MSMT **preserves, nurtures, and advances** musical theatre as an art form.
- MSMT cultivates a reputation in the **professional theatre** community that reflects the organization's artistic values and its respectful treatment of patrons, volunteers, company, and staff.



# VALUES

---

- **Impact:** MSMT supports a meaningful and fulfilling experience for its patrons, volunteers, company, and staff.
- **Community:** MSMT is committed to the wider theatre community, and collaborates and connects with the communities we serve, while honoring the organization's roots in the Mid-coast region.
- **Inclusion and diversity:** MSMT is committed to creating an inclusive environment for diverse participants in all aspects of theatre life.
- **Education:** MSMT provides and promotes numerous opportunities for youth and adults to learn about various aspects of musical theater.
- **Excellence:** MSMT strives for the highest standards of artistry in its musical productions, while maintaining economic stability in support of its mission and vision.

# ARTISTIC DIRECTION

---

**GOAL** Continue to improve performance standards

**OBJECTIVE** Make technical theater improvements

- STRATEGIES**
- Make greater use of digital technologies in productions beginning in 2023
  - Use 90% LED lighting within 5 years

**GOAL** Expand performance offerings

- OBJECTIVE**
- By 2028, increase number of performances, excluding those in Pickard Theater, by 15%
  - Ensure expanded performances are profitable over the five-year period after expanded performances begin

- STRATEGIES**
- Improve close collaboration with co-production partners
  - Annually, analyze the need for future supplemental performance space
  - By 2028, add a MSMT touring season



# BUSINESS DIRECTION

---

**GOAL** Diversify revenue sources

**OBJECTIVE** Increase revenue by 5% annually

- STRATEGIES**
- Develop planned giving program
  - Strengthen recurring gifts program
  - Develop major gift program
  - Strengthen relationships with businesses
  - Cultivate new sponsors and advertisers
  - Pursue new grants and foundations
  - Develop education program classes

**GOAL** Expand employee capacity and diversity

- OBJECTIVE**
- Add a Director of Education to annual staff
  - Diversify performance, technical, and administrative staff, including but not limited to BIPOC, disability, veterans, and age
  - Foster a work environment that supports diversity, equity, and inclusion (DEI)

- STRATEGIES**
- By February 1, 2023, increase development capacity
  - Explore adding an educational program
  - Identify new hiring pools to diversify staff
  - Increase ongoing diversity/sensitivity education for staff



# BUSINESS DIRECTION

---

**GOAL** Meet short and long-term housing needs

**OBJECTIVE**

- Produce a housing plan and revise annually
- Expand MSMT-controlled housing

**STRATEGIES**

- Find long-term leases and ownership opportunities
- Utilize and find personal connections to expand housing access

**GOAL** Increase diversity of the Board

**OBJECTIVE**

- Diversify the Board of Trustees, including but not limited to BIPOC, disability, veterans, and age
- Foster an environment that supports diverse Board membership

**STRATEGIES**

- Cultivate diverse candidates for Board membership
- Increase ongoing diversity/sensitivity education for Board



# BUSINESS DIRECTION

---

**GOAL** Implement ongoing strategic planning

**OBJECTIVE** Ensure plan is being implemented and stays applicable to current climate

**STRATEGIES** Treat the strategic plan as a living document



# EDUCATION & COMMUNITY ENGAGEMENT

---

## GOAL

**Engage youth and life-long learners to create appreciation of theater arts**

## OBJECTIVE

- Expand TYA performances
- Expand successful programs with non-profits including but not limited to libraries, assisted living facilities, and nursing homes
- Increase community awareness of MSMT as a statewide advocate for theatre arts

## STRATEGIES

- Expand programs with Maine schools
- Be a resource for other educational organizations and nonprofits, especially those serving immigrant youth and other BIPOC youth
- Consider strategies such as developing an after-school curriculum and an adult curriculum
- Expand access to musical theatre and musical theatre education for diverse, rural, and low-income communities



# PROFESSIONAL DEVELOPMENT

---

**GOAL** Create more professional and artistic development opportunities for staff

**OBJECTIVE** Cultivate a culture of professional growth at MSMT

- STRATEGIES**
- Encourage alumni communication
  - Invest in professional development

