

## Hanover Theatre for the Performing Arts – Strategic Plan 2013

Our Mission	Our Vision	Our Values	
To foster love and appreciation for the performing arts in audiences of today and tomorrow.	To be the finest performing arts center in New England.	Excellence Inclusion	Innovation Integrity

### SUSTAINABILITY: Secure our future as a non-profit cultural and community asset.

Initiatives	Key Performance Indicators (KPIs)
<ol style="list-style-type: none"> <li>1. Eliminate the remaining debt, the final \$5 million in cost from the theatre’s historic restoration.</li> <li>2. Build charitable giving programs to expand and diversify support from individuals.</li> <li>3. Deliver increasing value to leverage and encourage sponsorships from regional corporations and institutions.</li> </ol>	<ul style="list-style-type: none"> <li>• Secured gifts &amp; pledges to Capital Campaign</li> <li>• # of members, total membership revenue</li> <li>• # FSS members, total FSS &amp; all Access to Arts revenue</li> <li>• # Corporate sponsors &amp; total sponsorship revenue</li> </ul>

### REACH: Diversify and expand our geographic, cultural, ethnic and social footprint.

Initiatives	Key Performance Indicators (KPIs)
<ol style="list-style-type: none"> <li>1. Develop broader visibility and awareness of the theatre throughout central New England.</li> <li>2. Forge a strong bond with our audiences by deepening opportunities for participation and ownership.</li> <li>3. Strengthen and expand our partnerships with businesses, colleges and other cultural organizations.</li> </ol>	<ul style="list-style-type: none"> <li>• # active households &amp; same excluding Worcester</li> <li>• # new active households added in current year</li> <li>• # donated &amp; subsidized tickets for underserved</li> </ul>

### DEDICATION: Maintain the ongoing dedication and passion of our staff and volunteers.

Initiatives	Key Performance Indicators (KPIs)
<ol style="list-style-type: none"> <li>1. Continue to strengthen and enhance the benefits and rewards of being a member of staff.</li> <li>2. Actively encourage innovation, collaboration and personal development.</li> <li>3. Encourage and reward our volunteers’ dedication and investment in the theatre.</li> </ol>	<ul style="list-style-type: none"> <li>• % Favorable response to staff survey</li> <li>• # of volunteers who reach threshold hours</li> </ul>

### QUALITY: Deliver the highest possible quality theatre-going experience

Initiatives	Key Performance Indicators (KPIs)
<ol style="list-style-type: none"> <li>1. Expand Broadway series with top quality national tours, bringing more shows to more people.</li> <li>2. Attract an ever-increasing caliber of nationally and internationally recognized “A-List” performers.</li> <li>3. Continue to innovate and deliver a unique and world-class customer experience.</li> </ol>	<ul style="list-style-type: none"> <li>• % Favorable responses to customer surveys</li> <li>• Ratio of "A" to "B" shows; excl. community events</li> <li>• Avg. # performances for Broadway Subscription shows</li> </ul>

### DOWNTOWN: Play a leading role in revitalization of Downtown to enhance perceptions of Worcester as a Cultural Destination

Initiatives	Key Performance Indicators (KPIs)
<ol style="list-style-type: none"> <li>1. Leverage the theatre’s visibility and reputation to strengthen Worcester as a cultural destination.</li> <li>2. Foster creative partnerships with downtown businesses.</li> <li>3. Continue to improve our neighborhood by working at the grassroots level.</li> </ol>	<ul style="list-style-type: none"> <li>• # active development projects in theatre district</li> <li>• # public/retail businesses in theatre district (new?)</li> </ul>