

Data Collection – Internal, MTC

Draft at December 2, 2015

1. Season over Season information, last X years
 - a. How many years is helpful?
 - b. Subscriptions – units, revenue, priority (full) versus CYO (flex)
 - c. Single tickets – units, revenue, by show, by price type (student, senior)
 - d. Donors – units, revenue, by category
 - e. Revenue (earned, private sector, public sector)
 - f. Expenses (production, operations)

2. Survey data, last X years
 - a. How many years is helpful?
 - b. Demographics of audience
 - i. Age
 - ii. Span of attendance
 - iii. Income level
 - iv. Geography
 - c. Demographics of donors (limited)
 - d. Demographics of volunteers (limited) – also have Donor Focus Group findings, May 2012

3. Omnibus data, 2009, 2011, 2013, 2015

4. Program Analysis, current or recently completed year
 - a. Details on Mainstage, Warehouse, Regional Tour, Fringe Festival, other
 - b. Participation, attendance, revenue, expenses

5. Other data we have easy access to:
 - a. Regional Tour survey data (mostly demographic)
 - b. Fringe survey data (mostly demographic)
 - c. Ticket to the Future (Winnipeg Arts Council)

RMTC Board / Staff Survey

Royal MTC Survey - Informing the Strategic Plan

In this survey, you are being asked to provide input to the Royal Manitoba Theatre Company's 2016/17 – 2019/20 strategic plan. With guidance from the Governance and Strategic Planning committee, Royal MTC's planning process will identify areas of focus and guide decision making for the company in the coming years. To best set its course ahead, your ideas are being sought to help understand where Royal MTC is today – and where the theatre company should be tomorrow. Your name will not be attached to your comments; please answer honestly and with as much detail as possible to ensure we have the best possible input. As you may be recognized by your comments, we will do our best to avoid this by taking out any potentially identifiable information prior to sharing the results (e.g. involvement with specific committees, number of years on board, etc.). You may skip questions you do not wish to answer. The information you provide will be shared with staff and board to support strategic plan development. Please complete the survey by Sunday, January 24th. If you have questions about the survey or the strategic planning process, please contact Camilla.

Respondent Information

Are you a:

- MTC Board Member
- MTC Staff Member

How long have you been a MTC Board or Staff Member?

- 1 to 2 years
- 3-5 years
- 6-10 years
- > 10 years

Strengths and Excellence

What do you think are current strengths of MTC? Consider the things internal to the organization, and under MTC control.

What is MTC doing well?

Challenges

Thinking about the organization, what do you think are current weaknesses of MTC? What could we be doing better? Consider the things internal to the organization, and under MTC control.

What should MTC stop doing?

Threats

What are the greatest threats to MTC? Consider the things (events, developments, trends) external to the organization that threaten the stability of MTC.

Opportunities

What are some key opportunities for MTC? Consider the things (events, developments, best practices, emerging trends) that are external to the organization.

Consider the biggest obstacles (internal or external) currently facing MTC; how would you address these obstacles?

Achievement

Imagine it is 2021. In one sentence, describe MTC's success.

Top Actions to Realized Success

To realize this success, what needs to happen? Name your TOP recommended actions for MTC in the next year or two (#1 being your top action, #3 being your third recommended action). Action #1 (Top Action)

Action #2

Action #3

Thank you

Thank you for your participation! Do you have any other comments you'd like to share about the strategic planning process or MTC's future?

Work plan

1. **Assess current and future organizational needs.** Potential data sources and data collection methods (see *Data Collection Plan*, p. 4).

Data Sources	Data	Method	Timeline
Existing documents	Past strategic plans, triggers finding, annual reports, previous evaluation results	Document review	Dec - February
General public	MTC attendance and barriers	Omnibus	January
Staff /Board	Status and opportunities	Survey Focus groups	January February

2. **Compile and analyze data collection results** to inform the planning day. Thematic analysis of findings will inform a scan of the environmental landscape, identify critical strategic issues along with possible strategic mitigations and directions to address same, and discussions about organizational vision.
3. Using data collection results as a springboard, a **one-day planning workshop will be held with board and staff (31 people)** to:
 - Share highlights of background document and validate the current situation, future needs and key strategic issues arising from the data collection;
 - Identify strategic priorities with accompanying goals and objectives;
 - Review vision, mission, mandate and organizational values.
4. **Prepare the strategic plan.**
 - Compilation of findings emerging from the planning workshop, based on agreed upon structure
5. **Prepare an action plan**
 - Development of work plan based on approved strategic framework
 - Engagement of key staff to support identification of key indicators

Work Plan

The following preliminary work plan details the activities and the responsible parties according to the following key milestones:

- a. Finalize project plan;
- b. Assess current and future organizational needs and trends;
- c. Develop the strategic directions;
- d. Prepare the strategic plan; and
- e. Prepare action plan (with indicators).

Activities	Responsible	Timeline
a. Finalize project plan		
Validate work plan with timelines and budget with ED and Planning Committee	HiC	December
Prepare MOU	HiC	December 22
Provide Health in Common with relevant existing documentation	MTC	December
b. Assess current and future organizational needs and trends		
Prepare data collection tools	HiC	January 8
Validate data collection tools with MTC	HiC	January 8
Organize logistics related to focus groups	MTC	January
Implement survey	HiC	Jan 18 – 29
Facilitate pre-planning discussions	HiC	February 22
Collate and analyze all data	HiC	February – March
Prepare draft findings	HiC	February 26
Validate findings with MTC	HiC	March 10
Finalize the findings	HiC	March 11
c. Develop the strategic directions		
Develop an outline of the planning workshop	HiC	February
Validate the design with the MTC	HiC	March 10
Finalize the workshop design	HiC	March 11
Organize all logistics related to holding the workshop	MTC	January
Prepare and distribute any background materials to participants	MTC	March 11
Facilitate the workshop	HiC	March 19
Document workshop proceedings	HiC	March 19
d. Prepare the strategic plan		
Write up the Strategic Plan	HiC	March – April
Validate the Strategic Plan with MTC	HiC	April 7
Revise and submit to the Board for approval	MTC	May 2016
e. Develop the action plan		
Draft work plan	HiC + MTC	March – April
Validate the Action Plan with MTC	HiC	April 7
Revise and submit to the Board for approval	MTC	May 2016

Budget

Deliverables	Amount
a. Finalize project parameters	2575.00
b. Assess current and future organizational needs and priorities	45,200.00
c. Develop the strategic directions	42,300.00
d. Prepare the strategic plan	22,300.00
e. Prepare the work plan (with indicators)	11,150.00
Sub-total	123,725.00
GST	6,186.25
Total value	129,911.25