



CONSTELLATION

STAGE + SCREEN

STAGING THE FUTURE

3-Year Strategic Plan

July 1, 2024 - June 30, 2027



PLAN PURPOSE

Develop a financially sustainable business model that is able to achieve the company's artistic, management and governance goals, while becoming an essential community resource that is vital to our unique cultural identity.

REVISED MISSION

Constellation Stage & Screen serves the Bloomington community and beyond through the production of professional theater and film, educational programs, and venue management, and impacts the national performing arts industry through new work development.

VISION

Constellation Stage & Screen is an arts and culture leader rooted in the Midwest, redefining the development and creation of theater and film, while cultivating and sharing the creativity of our community.

GOAL 1

Optimize Internal Operations & Facilities



Context: Theater is traditionally an underpaid and overworked profession with long hours and new problems to be solved on a daily basis, requiring a malleable and collaborative environment.

Outcome: Constellation will develop a comprehensive human resource plan, implement a competitive compensation and benefits packages for permanent staff, advance the effectiveness of the board of directors, and optimize the use and functionality of its facilities.

Highlights:

- ✦ Professionalize human resources and and improve employee benefits
- ✦ Identify office tenant(s) for The Playhouse
- ✦ Improve efficiency of production including rehearsals and scenic builds

GOAL 2

Grow and Sustain Audiences



Context: While Constellation has been successful in regrowing its audience since its COVID-imposed closure, the organization must expand community participation beyond pre-pandemic levels to meet its financial, artistic, and community impact goals.

Outcome: Constellation achieves year-over-year growth in ticket sales while also serving new, traditionally underserved audiences by adopting additional accessibility initiatives and increasing awareness of new and existing programs.

Highlights:

- ✦ Increase Pay-What-You-Will Performances
- ✦ Implement Assisted Listening Systems
- ✦ Increase awareness and use of Community Access Ticket Fund
- ✦ Engage in more strategic partnerships and community initiatives
- ✦ Enhance patrons' theater-going experience

GOAL 3

Enhance Artistic & Educational Capacity and Quality



Context: Constellation's productions are currently resource-limited and retaining artistic staff is challenging due to industry-wide pressures. Constellation's education program is experiencing significant growth but has capacity to expand to a larger region and eliminate more barriers of accessibility.

Outcome: Constellation consistently produces higher quality theater and film by improving production resources and artists' experiences, while increasing engagement, accessibility, and extended learning opportunities for students of all ages and backgrounds.

Highlights:

- ✦ Increase capacity of production staff, including hiring a Head of Electrics, Costume Shop Manager, Resident Carpenter, and Company Manager
- ✦ Create and maintain an artist database and new play tracking system
- ✦ Increase number of commissioned works
- ✦ Increase education offerings and scholarship capacity, including the implementation of a Creative Aging pilot program
- ✦ Initiate a revamped high school film production program (Project Constellation) to better serve the Bloomington community
- ✦ Expand and improve equipment inventory

GOAL 4

Engage Community



Context: Constellation seeks to serve all citizens of Bloomington and the surrounding area with its programming to become indispensable to the community.

Outcome: There is a sense of public pride in Constellation's work and increased awareness of the necessity of art in the community.

Highlights:

- ★ Further subsidize space rentals to eliminate most financial barriers for any aspiring performance artist (Open Stages Program)
- ★ Develop additional, and enhance existing, relationships with local organizations and industry groups
- ★ Share more resources with local organizations, including open access to Waldron Meeting Space (at no cost to community groups)
- ★ Expand and enhance gallery program
- ★ Pilot ensemble program to create more artistic and social opportunities for local artists

GOAL 5

Ensure Fiscal Sustainability



Context: Constellation must build new funding capacity to replace initial seed funding from its major corporate supporter, determine its sustainable size, and begin the process of achieving that size.

Outcome: Constellation creates and maintains an appropriate financial plan to meet its strategic goals while growing the necessary strategic financial reserves. It will diversify contributed revenue sources, grow endowed funds, and maintain the physical space it needs to achieve its mission.

Highlights:

- ★ Build sustainable budget template and fundraising plan
- ★ Determine realistic fund growth and strategic reserves
- ★ Create and maintain a donor retention strategy
- ★ Nurture a new culture of arts philanthropy, including legacy giving



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