



MUSIC HALL CENTER FOR THE PERFORMING ARTS
STRATEGIC PLAN APRIL 2022

MISSION

The historic Music Hall provides the Detroit community with innovative and quality performing arts programming and education that reflects and attracts the diverse mix of cultures that make up Southeast Michigan. Music Hall is Detroit's "People's Theater" – the place for consistently high quality, but non-elitist, performances and performing arts education with an emphasis on dance, theater and music, particularly jazz. Music Hall aims to be the most accessible, inclusive and culturally diverse institution in the country.

OBJECTIVE 1: MAXIMIZE AUDIENCE SIZES FOR EACH MAJOR PROGRAMMATIC CATEGORY

STRATEGY: Build institutional awareness of Music Hall's variety and breadth of programming

- A. Continue to pursue earned media opportunities that highlight overall organizational profile and scope of offerings
- B. Leverage well-publicized Broadway Series to build suburban audiences for overall programming portfolio
- C. Consistently dedicate a percentage of ticket revenue to more expensive bookings to create a 'virtuous cycle' pattern of growth
- D. Continue to expand diverse strategic partnerships that draw diverse audiences via shared marketing channels

STRATEGY: Build audience for unique and popular Family Theatre Series

- A. Add same-day workshops for all Family Series Performances

STRATEGY: Increase diversity in attendance of Urban Theater performances

- A. Promote Urban Theater as a cultural bridge to Detroit's majority Black population
- B. Initiate school field trip performances of suitable Urban Theater shows

STRATEGY: Build awareness of and demand for local and regional Music Series content

- A. Create ‘Live from Music Hall’ and ‘Live from the Jazz Café’ broadcast television programs that leverage global curiosity about the Detroit music scene
- B. Grow programming schedule in Aretha’s Jazz Café to 7 days/week
 - a. Install sound isolation curtains at entryways so that Café programming can coincide with Main Stage programming
 - b. Continue to promote full Café dining service via earned and placed media

STRATEGY: Create region-wide awareness of Music Hall’s leadership in Contemporary Dance presentations

- A. Combine multiple touring company participation to create a mini-festival for the region’s dance student population
- B. Commission dance creations that tour nationally and internationally

STRATEGY: Establish Detroit Music Weekend as the region’s pre-eminent all-genre inclusive outdoor summer music event

- A. Re-launch DMW, post-pandemic, at original scale with multiple outdoor stages and downtown business district collaboration

OBJECTIVE 2: SECURE FULL FUNDING FOR PERFORMING ARTS EDUCATION PROGRAMS

STRATEGY: Increase philanthropic support of the seven education programs that Music Hall conducts

- A. Continue to seek meetings and raise awareness with local, regional, and national funders of the programs’ extensive service

STRATEGY: Increase earned revenue that supports Music Hall’s seven education programs

- A. Expand theater field trips, likely under the auspices of the DPSCD Cultural Passport program, to include all students at grade levels suitable for performances from the Family Theater Series
- B. Consider development of summer education programs

OBJECTIVE 3: MAINTAIN FINANCIAL STABILITY & DEVELOP A PERMANENT ENDOWMENT

STRATEGY: Increase working capital reserve

- A. Leverage stable financial position to procure additional contributed revenue from foundations at all levels
- B. Leverage Trustee relationships to expand the base of individual and foundation contributors
- C. Build out larger business networks using existing corporate donor base
- D. Support key earned revenue services, such as the seasonal rooftop venue, with continuous improvements and upgrades

OBJECTIVE 4: BOARD DEVELOPMENT

STRATEGY: Double Board giving over the coming five years

- A. Replace Nominating Committee chair lost through passing
- B. Continue to decrease the number of inactive Trustees through retirement
- C. Focus recruitment on younger Trustees to balance current Board composition
- D. Increase the number of dynamic active Trustees with individual and corporate-associated capacity
- E. Establish during nomination process a prospective Trustee's area(s) of interest in service

STRATEGY: Work toward defined giving targets

- A. Set overall goal to an average of \$5,000 annually – gifted or procured
- B. Advance 10% of Trustees to the highest giving level (Chairman's Club at \$10,000 / year)
- C. Advance 40% of Trustees to the mid-range giving level (President's Circle at \$5,000 / year)
- D. Achieve a level of zero inactive Trustees

STRATEGY: Clarify and strengthen the value proposition - that Music Hall's Board is THE body to join for fun, engaging social and business opportunities

- A. Hold an annual Board meeting dedicated to discussion of opportunities for Board involvement, expectations, and perks
- B. Seek more exposure for Trustee social events & travel opportunities in upscale publications and blogs such as Ambassador Magazine, HOUR Detroit, and The SocialD

OBJECTIVE 5: BUILD MUSIC HALL DETROIT WELCOME CENTER

STRATEGY: Gather and specify all necessary resources and work product needed to begin and finish construction

- A. Complete capital stack, currently underway
- B. Complete design and engage architect and other professional services
- C. Solidify necessary relationships with City planning and other departments
- D. Engage leasing relationships for commercial tenant placements
- E. Advance philanthropic opportunity to all funders of music education for underserved students
- F. Break ground and begin construction
- G. Open music-focused city welcome attraction with music academy, music museum, and extensive patron services & attractions