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All photos courtesy of Segal Centre for Performing Arts
On behalf of the Board of Directors and my own family who have been on this journey since it began ten years ago, I can say that we share a sense of pride in the many accomplishments that have helped get us to where we are today, and the realization of a vision that has been nurtured and nourished by many.

Our organization is unique: we are both a professional English theatre in a French metropolis, and a hub for Jewish culture. As such, we are constantly motivated and challenged to build bridges between our communities – we take pride in being a vital contributor to the multicultural tapestry of Montreal, open to exchange and discovery.

Our high hopes for the Segal Centre are reflected in this Strategic Plan, which will be our roadmap for the next five years. In establishing these guidelines and specific objectives, we are united in our understanding of what is both possible and achievable as we work together; it has been an invigorating and worthwhile exercise.

Joel Segal,
Chairman of the Board
Segal Centre for Performing Arts
We are proud to unveil the Segal Centre’s Strategic Plan which comes as we enter our 50th year in the community and celebrate a remarkable ten years as the Segal Centre for Performing Arts.

We believe in making every production a moving and lasting experience, and we never forget how magical the theatre’s ability is to enrich individual lives and challenge our own perceptions. We also believe in the pivotal role that the arts play in forming and enriching Jewish identity, and are proud to contribute inspiring stories to Jewish culture and heritage.

Our extraordinary staff work tirelessly to deliver dynamic and memorable experiences for audiences and artists alike; they are undeniably equipped to continue to build the Segal Centre’s reputation as one of Canada’s great theatre companies. Together, with our Board of Directors and Leadership Council, we will ensure that the Segal Centre continues to grow and surpass all expectations.

Lisa Rubin,
Artistic & Executive Director
Segal Centre for Performing Arts
MISSION, VISION AND VALUES
In the fall of 2015, the Board of Directors approved the foundational statements of the Segal Centre. The mission was updated to encompass two key parts of the Segal Centre’s mandate.

**MISSION**

*To create, produce and present* meaningful and entertaining professional English theatre.

*To celebrate and explore* Jewish identity through the arts.

**VISION**

*To inspire and strengthen* individuals and communities through the transformative power of the arts.
VALUES

INTEGRITY

We live by mutual accountability and dependability with our stakeholders in an open, respectful and inspirational environment.

CREATIVITY

We are dedicated to excellence, innovation, creativity and to maintaining a high standard of artistic and professional practices.

HERITAGE

We value our role in the community and we draw inspiration from our strong legacy and community support, particularly our Jewish tradition and values.
VALUES

MENTORSHIP

We create a positive environment conducive to learning and development for all individuals; and value their contributions to excellence.

DIVERSITY

We foster intercultural understanding through the arts, celebrating the power of cultural, artistic and multidisciplinary partnerships.

ENGAGEMENT

We vow to listen to, exchange ideas with, and benefit our audiences and our stakeholders.
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OUR STRATEGIC DIRECTION

Academy, photo by Leslie Schachter
The Segal Centre plans to achieve the following institutional goals, which will form its strategic direction over the next five years:

- **Solidify** the Segal Centre’s position as one of Canada’s great English theatre companies by growing our audiences and ensuring we remain relevant to our key stakeholders.
- **Promote** our Jewish legacy and heritage that is reflective of today’s society.
- **Maintain** financial stability.
- **Strengthen**, **foster** and **develop** new and existing relationships with partners locally, nationally and internationally.

This strategic direction was driven by the Segal Centre’s need to consider the following key issues:

- How do we balance honouring our heritage and taking artistic risks?
- How do we capitalize on our success and obtain recognition as a leading Canadian theatre company?
- How do we grow responsibly as a result of our current successes and new opportunities?
- What impact does the Segal Centre want to have in its respective communities of Montreal, Canada and beyond?
- What is our role as an English theatre company in Quebec with ever-shifting language demographics?

The Segal Centre is one of Canada’s premier cultural institutions. With a renewed Strategic Plan, leadership and staff will be able to expand the Segal Centre’s role within the community and theatre world, while fulfilling its strategic goals.
OUR PLAN
MOVING FORWARD

Funny Girl, photo by Andrée Lanthier
The following is a summary of the four strategic goals that the Segal Centre intends to achieve over the next five years, through the accomplishment of the identified objectives.

**GOAL 1**

Solidify the Segal Centre’s position as one of Canada’s great English theatre companies by growing our audiences and ensuring we remain relevant to our key stakeholders.

As the Segal Centre celebrates its tenth anniversary in Montreal and beyond, engaging current audiences and growing the audience base is critical to our future success. By better understanding who we currently welcome to our programmatic offerings, we can better plan for how to attract and communicate to new guests.

**OBJECTIVES:**

A. **Establish** a clear, comprehensive artistic plan.
B. **Better understand** the current audiences, target audiences and any potential barriers.
C. **Execute** an integrated communications strategy.
D. **Inventory** the Segal Centre’s tangible and intangible assets in order to determine what can be leveraged for goodwill and positive press, such as intern and volunteer programs.
E. **Enhance** our artist and patron experience so that the Segal Centre strengthens its destination status.
F. **Share** our artistic values with current and future generations of artists and audiences to secure a place for the transformative power of the arts at the Segal Centre.
GOAL 2

Promote our Jewish legacy and heritage that is reflective of today’s society.

This goal is about fulfilling the organization’s mission through a strong Jewish portfolio of programming. It is about finding the balance of preserving legacy and heritage, while also welcoming everybody to enjoy performances that are reflective of today’s society. Finally, this goal addresses how the Segal Centre will remain and evolve as an anchor in the Jewish community.

OBJECTIVES:

A. **Continue** to be an important partner in the theatre, school and neighbourhood communities.

B. **Curate, produce and present** inclusive and relevant offerings.

C. **Ensure** our legacy lives on through the promotion of our Yiddish and Jewish programming.

D. **Explore** our Jewish role in Montreal, Quebec and Canada especially in light of the upcoming 100th anniversary of Federation CJA.
GOAL 3

Maintain financial stability.

The Segal Centre is fortunate to have had strong support from great philanthropists and funders. To ensure continued vibrancy, Board and staff leadership must diversify funding sources and revenue streams. This goal works to capitalize on the current strong financial standing of the Segal Centre, and anticipates the need to locate efficiencies and optimize the funding mix going forward.

OBJECTIVES:

A. Develop a growth strategy, which comprises assessments and feasibility studies of: touring, offsite performances, producing v. presenting, rentals, and educational outreach.

B. Agree upon and implement metrics to track success and impact.

C. Seek to engage a diverse group of funders to safeguard the Segal Centre's future, with a focus on increasing support for English theatre. (Near-term: Create a fundraising strategy to harness opportunities around the tenth anniversary.)

D. Improve upon fiscal sustainability through maximizing our current assets, and locating efficiencies in the building and operations.

E. Strengthen production’s internal capacity and build upon collaboration within and integration throughout the organization.
GOAL 4

Strengthen, foster and develop new and existing relationships with partners locally, nationally and internationally.

The Segal Centre is already an important resource for the community. The Segal Centre community is broad and comprises the Anglophone and Francophone residents of the neighborhoods of Cote-des-Neiges and Notre-Dame-de-Grace, the City of Montreal, Province of Quebec and Canada, along with the theatre and greater arts community, and the Jewish community. In planning for the future, leadership aims to deepen existing relationships and expand partnerships in new arenas.

Through formal and informal education and outreach initiatives, the Segal Centre touches the lives of people of all ages. In identifying the needs and interests of our stakeholders, we will continue to innovate, furthering and deepening our reach.
OBJECTIVES:

A. **Create** partnership guidelines and a decision-making framework to determine ideal, mutually beneficial partnerships.

B. **Leverage** current programming and offerings to seek out new partners.

C. **Explore** potential partnerships in typical and atypical sectors.

D. **Assess** the Academy’s current offerings and impact in order to ensure the proper balance and maintenance of key programs.

E. **Strengthen** nontraditional/informal education program offerings, such as Sunday @ The Segal, workshops, talkbacks, study guides and archives.

F. **Continue** to pilot empowering initiatives that focus on all age groups, such as Young Leaders, Class Act and Broadway Café.

G. **Continue** to test performances offsite with local and national performing arts partners and venues.