

The Regent on Broadway

STRATEGIC PLAN

2008 to 2018

PALMERSTON NORTH

Revised 8 April 08

Introducing ‘The Regent on Broadway’

The Regent on Broadway is situated within Palmerston North. Palmerston North’s population is estimated to be 72,000 at the 2001 census. It is the sixth largest city in New Zealand and is strategically positioned and easily accessed from all points of the compass. Over two-thirds of New Zealand’s population live within 400 km of the City. Palmerston North City’s location provides distributors with easy access to a market of 2.6 million people and over 892,000 households. There are more people within a 200 km radius of Palmerston North than any other City, outside of the Auckland region.

The Regent on Broadway is the regional centre for the performance arts, the City’s main civic auditorium, and one of the City’s heritage jewels. The 1400 seat facility is to be utilised and enjoyed by the inhabitants of the district. Palmerston North’s central location provides access to a wide regional audience.



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The Regent on Broadway's Vision

New Zealand's leading and most vibrant provincial theatre

The Regent on Broadway's Mission

The Regent on Broadway continues to be a vibrant and unique live theatre and major performing arts centre, creating exciting opportunities for future performers and audiences

The Regent on Broadway continues to be the Palmerston North civic auditorium

The Regent on Broadway's Goals and Objectives to 2018

To achieve its vision, the Regent on Broadway will focus on six goals. Specific objectives for achieving each goal are listed.

City Vision

The Regent on Broadway actively works towards achieving Palmerston North's City Vision:

For Palmerston North to be recognised as the best provincial city in New Zealand.

The Regent on Broadway will help make Palmerston North be an exciting place to live.

Stakeholder relationships

The major stakeholder for the theatre is the community of Palmerston North and wider region. The Trust Board is accountable to the community through the Palmerston North City Council who are the owners of the building. The Trust Board leases the building from the Council and has a contract with the Council for the management of the theatre.

Current situation

The Regent on Broadway was initially opened on July 4, 1930 as a picture palace. Almost 70 years later, the Regent was reopened in 1998, restored and upgraded as a live performance venue. In 1999 the Regent on Broadway received a Certificate of Merit from the Manawatu Branch of the New Zealand Historic Places Trust. The Certificate of Merit recognised the *"..exemplary preservation of the Regent Theatre and commendable leadership in work to preserve a historic place."*

Since reopening the Regent on Broadway's performance has exceeded expectations. It has a well-developed management structure, a small, skilled board, an enthusiastic support group in the Friends of the Regent and has become well established as both a community theatre and a venue for touring national and international shows. It was awarded the best small service business at the Manawatu Business Awards in 2001.

Role of the Regent on Broadway

The Regent on Broadway's primary functions are to be:

- A heritage building worthy of preservation.
- The preferred Live Performing Arts venue for the region.
- The Palmerston North Civic Auditorium.
- The principal events ticketing centre for the region.

The Regent on Broadway will continue to be essential to the life of the community and a support to the city's convention industry.

These functions will be achieved through excellence in theatre management.

The primary functions will be delivered through seven goals:

- To maintain the architectural and historical significance of the Regent on Broadway for future generations.
- To be an exciting live performing arts venue and multi purpose theatre.
- To be recognised as the Palmerston North civic auditorium.
- To be professionally operated and financially efficient.
- To develop audiences now and for our future.
- To create or bring new events or theatre to the region.
- To be the principal event ticketing centre for the region.

Goal 1: To maintain the architectural and historical significance of the Regent on Broadway for future generations.

The Regent on Broadway is a heritage asset belonging to the people of Palmerston North and worthy of preservation for community use. It is a living example of the architectural grandeur of a past era, evoking memories of the great picture palaces from the heyday of cinema. We will uphold and promote the heritage icon which is the Regent on Broadway.

Objectives
1. To maintain the architectural integrity of the building for future generations. 2. To maintain the Historic Places Designation on the Regent on Broadway. 3. To maintain the internal and external appearance of the building to a high standard.

Goal 2: To be an exciting live performing arts venue and multi-purpose theatre.

A primary role of the Regent on Broadway is to be a performing arts venue - bringing live shows to Palmerston North and enabling our community to develop their skills on the big stage. The Regent on Broadway will have an important role in creating a sense of activity in the Manawatu. It will be active, alive and exciting.

Objectives
1. To be recognised throughout New Zealand as a major performing arts venue and multi-purpose theatre. 2. To be known as a successful performance venue by international and national promoters. 3. To actively encourage community groups to use the theatre through affordable pricing. 4. To balance affordable local community use with the demand for professional and commercial use of the Theatre. 5. To cater for a broad range of age groups and communities. 6. To be the venue of choice for school productions. 7. To establish the Regent on Broadway as a venue for tertiary student events. 8. To establish a vibrant synergy with Broadway Avenue.

Goal 3: To be recognized as the Palmerston North civic auditorium

A primary role of the Regent on Broadway is to be the place where its citizens gather for civic and celebratory events. It will also act in a complementary role to the city's other conference venues and movie theatres. The Regent on Broadway contains a number of ancillary facilities. These facilities include the CentralPower Grand Lobby, the Regency Room, the McMillan & Lockwood Rehearsal Room, and the front foyer areas. These facilities will continue to be available for civic and community use. We will seek to maintain the Regent on Broadway as an active part of Broadway Avenue.

Objectives
<ol style="list-style-type: none">1. To be the city's first choice for major civic events.2. To be the preferred venue for local tertiary.3. To act as a venue for conferences.4. To maximise the use of the theatre's ancillary facilities.5. To provide a limited number of specialist movie events.6. To cater for a broad range of age groups and communities.

Goal 4: To be professionally operated and financially efficient

To ensure the Regent on Broadway maintains a high standard of professionalism in its management and operations. We aim to be one of the best-managed theatres in New Zealand. Our financial resources must be adequate to meet the high standard of maintenance required of this heritage asset and to provide a buffer for the fluctuations that occur in this industry. The Trust Board acknowledges the need to maintain high safety standards in the theatre.

Objectives
<ol style="list-style-type: none">1. To maintain a high and professional standard of theatre management.2. To achieve a high customer and patron satisfaction rating.3. To establish financial reserves that meet long-term theatre needs.4. To maintain an asset management plan that enables us to meet our customers needs.5. To work with the Friends of the Regent on ways of supporting our operating capability.6. To maintain insurance cover in conjunction with the Palmerston North City Council, which ensures business continuity and enables us to replace and repair essential assets.7. To maintain a capital expenditure plan that will meet current and future needs.8. To maintain a building and equipment maintenance programme.9. To maintain efficient booking, accounting and finance systems.10. To maintain an information system which monitors key performance indicators.11. To maintain a safe and healthy environment and to exceed minimum safety requirements.12. To meet all statutory requirements for reporting, health and safety, employment and buildings.13. To meet our reporting obligations to the Palmerston North City Council.

Goal 5: To develop audiences now and for our future.

The Regent on Broadway acknowledges the importance of inviting the community to experience live theatre and become audiences and performers for the future. We will seek opportunities to introduce performing arts to people of all ages and encourage schools and children's groups to use the theatre. A robust marketing strategy will be implemented each year to ensure the awareness and use of the theatre is very high.

Objectives
<ol style="list-style-type: none">1. To actively encourage community groups to use the theatre through affordable pricing.2. To cater for a broad range of age groups and communities.3. To have all local schools run productions for their pupils.4. To establish the Regent on Broadway as a venue for student activities.5. To maintain excellent communications on up and coming events to a data base of users.6. To implement a robust marketing strategy aimed at achieving very high awareness and attendance at Regent on Broadway events.

Goal 6: To create or bring new events or theatre to the region.

The Regent on Broadway will continue to maintain a separate Promotions business unit to assist the theatre to attract or develop product that would perhaps not normally come to the theatre. This entrepreneurial fund will be carefully managed and will frequently work in partnership with other organisations to minimise any risks.

Objectives
<ol style="list-style-type: none">1. To build and maintain a promotion fund capable of protecting the theatre from excessive financial risk.2. To maintain a separate and financially independent business unit for this purpose.3. To establish partnerships with other organisations and/or companies to develop future events or shows.4. To hold shows promoted by Regent on Broadway Promotions as appropriate.5. For each prospective show to consider a proper business case and risk analysis.

Goal 7: To be the principal events ticketing centre for the region.

The Regent on Broadway .has established a major event ticketing operation and the central Broadway location supports the objective of the ticketing centre being the principal local ticketing provider for Local, National and International events.

Objectives
1. To continue to develop business relationships with ticketing organisations nationally and internationally to ensure more events are available for the community.
2. To maintain a separate and financially independent business unit for this purpose.
3. To promote the event ticketing centre so awareness and use is very high.
4. To maintain a technologically modern ticketing operation.
5. To operate the ticketing business efficiently and profitably.