

# Glove Theatre 5-Year Strategic Plan



Cover Photo Credit: Alex Miller

THE GLOVERSVILLE THEATRE CORPORATION | 42 North Main Street | Gloversville, NY 12078

2023 - 2028

# THE GLOVE THEATRE

## THE NEXT ONE-HUNDRED YEARS

A new era dawned on October 9, 1914, with the Grand Opening Gala of the Glove Theatre; a music, movie, vaudeville, and civic venue designed by Utica-based architect Linn Kinne in the Classical Revival style, owned by Cady & Dartch. In 1920, brothers J. Meyer Schine and Louis W. Schine purchased the Glove Theatre building as the flagship headquarters of Schine Enterprises; at its height, a theater chain of 150 venues in five states. Innovations in theater equipment were first tested at the Glove Theatre before widespread distribution. In 1928, for example, the Glove Theatre was among the first in the nation to be equipped with sound.

A complete makeover of the Theatre during the late 1930's resulted in the distinctive and beloved Art Deco architectural style, whose vestiges remain prominently around the theatre to this day. The iconic Glove marquee, with its hundreds of flashing incandescent lightbulbs, provided a sense of community and optimism during the depths of the Great Depression through the eve of the Second World War. Centerstage for the latest news on "the war", Hollywood's finest films, renowned vaudeville performers, recording artists, and civic events, the Glove Theatre presented Paramount Newsreels and children's cartoon programming to inform, entertain, and delight the community.

Then, after more than half a century since the Theatre's founding, Gloversville, like other communities across America, entered a different era—the era of Urban Renewal. The Glove ceased regular operations in 1971 and, by 1995, was being strongly considered for demolition to make way for a parking lot. Thankfully, the Theatre was saved by a group of community members who raised the necessary funds to resurrect the theatre. On October 25, 1997, the next era of The Glove Theatre began with a grand re-opening event: "The Phantom of The Glove." Since then, the Glove Theatre has hosted, presented, and produced numerous movie screenings, musicals, theatrical, cultural, and community events.

In the aftermath of COVID-19, the Board of Directors has taken an aggressive approach towards the revitalization and programming of the venue including movie screenings held at least once per week as well as musical theatre, live and orchestral concerts, variety shows, dance parties, youth productions, and public information sessions. These events are at little to no cost to the public, and provide a place for family and friends to gather and be creative. As of 2023, the Board of Directors employs a General Manager and a Facilities Manager who, amongst other responsibilities, oversee the building and expedite programmatic needs.

In November 2022, \$1.993 Million was awarded to The Glove Theatre by New York State Governor, Kathy Hochul, as part of the City of Gloversville's winning application for the Downtown Revitalization Initiative (DRI). While this amount is beneficial for The Glove Theatre's capital improvements, The Board of Directors is looking to raise additional funding from both public and private sources.

Thanks to the growing momentum begun by the original Board of Directors' vision, the current Board has updated the mission and vision statements for the twenty-first century. In order to continue their planning efforts, The Glove Theatre must establish concrete goals and objectives to achieve their full mission. The Glove Theatre's 5-Year Strategic Plan 2023 – 2028 will guide them in executing their intentions to grow the Theatre as it re-establishes itself as a multifaceted venue in the Southern Adirondack and Mohawk Valley regions.



## VISION

Operate the region's premier historic entertainment venue specializing in live productions across multiple platforms while nurturing a strong relationship with community-wide collaborators.

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## MISSION STATEMENT

To establish an accessible platform of expression for the arts that engages, entertains, and educates the regional community to foster talent and economic development opportunities for the Southern Adirondack and Mohawk Valley regions.

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## VALUE STATEMENTS

Approachable, Civic Pride, Community-Driven, Diverse,  
Efficient, Engaged, Historic, Inclusive, Organized,  
Quality, Strategic.

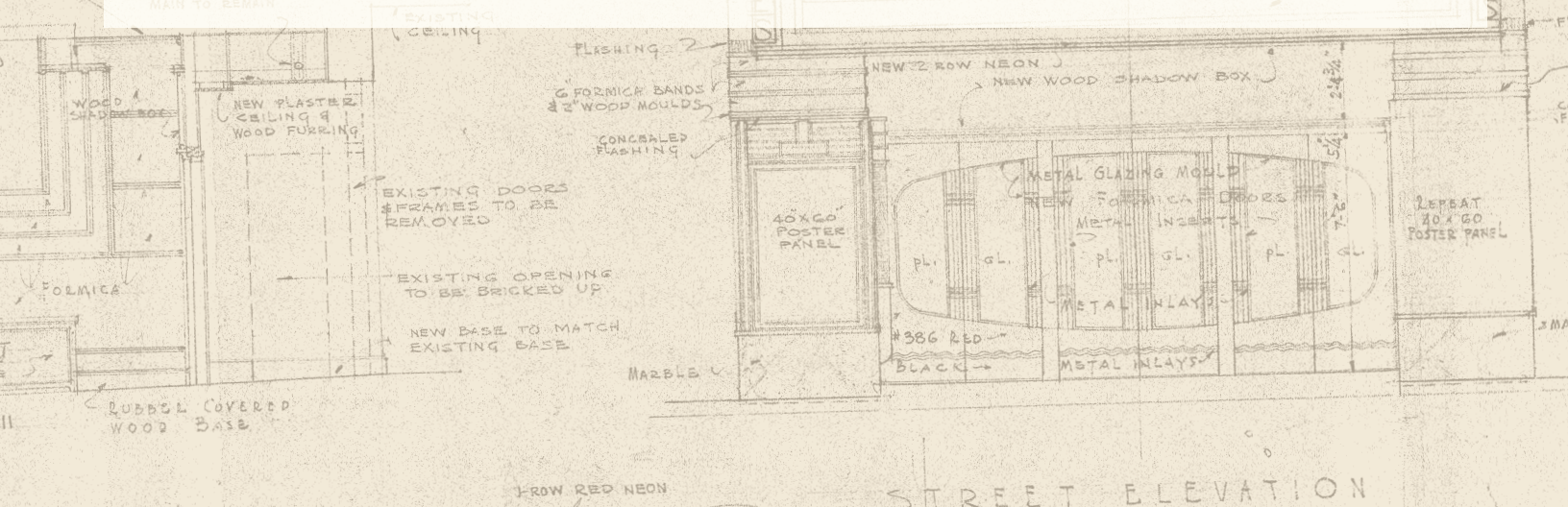


EXISTING CEILING

# GOAL 1: PROGRAMMING

The Glove Theatre will continue to produce, present, and host a variety of arts programming that provide residents of the Southern Adirondacks, Mohawk Valley, and visitors, with access to a variety of arts programming.

Action	Timeline	Success Indicators
1:1 The Glove Theatre is committed to a program model to appeal to all segments of the community.	1-5 Years	Varied and diverse arts programs that appeal to all population segments of the population with ticket prices that are reasonable in addition to securing community and corporate underwritings.
1:2 Continue to serve as an outlet for movies and screenings, a historical legacy the Glove Theatre has within the community.	1-5 Years	Offer a wide variety of cinema throughout the year that increases attendance and expands the audience base.
1:3 Pursue artistic and creative excellence in all program areas.	1-5 Years	Establish varied staple programming and allow for community and professional opportunities to be presented.
1:4 Develop a clear image branding strategy for staple programming and visiting artists.	Ongoing	Raise and cement community and regional awareness of the venue's various offerings.
1:5 Explore other program partnerships and collaborations with other groups locally and regionally.	4-5 years	Increased cross promotion with similar venues with the goal of sharing talent and programming to increase attendance and tourism.



## GOAL 2: COMMUNITY ENGAGEMENT

The Glove Theatre will be a home for all members of the community to experience and engage into the arts.

Action	Timeline	Success Indicators
2:1 Establish the Glove Theatre as an arts education organization that supports lifelong learning in, through and about the arts to fulfill residents' creative potential, as appropriate funding is required.	3-5 Years	Set in place various educational programs such as after school and pre-professional arts classes, internships, summer programs, and partnerships with schools and colleges.
2:2 Continue to provide opportunities for local and regional artists including performers, playwrights, visual artists, and others.	Ongoing	The Glove Theatre becomes a champion of nurturing new talent including presenting new works, hosting festivals, and training new artists.
2:3 Collaborate with other organizations to communicate and advocate the value of the arts, the quality of life, and economic benefits to the public of the region.	1-5 Years	Create community-minded programming and events which use the arts to engender discussion on various topical issues.
2:4 Consult with the community every year, through a variety of means to gain feedback on programs and overall development of the Glove Theatre.	Ongoing	Up-to-date feedback and information on the theatre's role in the community, and for decision making.
2:5 Strengthen partnerships within the community.	Ongoing	Increase awareness of events at The Glove Theatre and within the community in addition to securing bilateral fundraising benefits.
2:6 Continue to improve customer and visitor service.	Ongoing	Improve customer and visitor satisfaction regarding concessions, traffic flow, website ease, e-blasts, and programming.
2:7 Promote the Glove Theatre within local school systems.	1-5 Years	Develop future and present audiences; contribute to future growth and creative communities.
2:8 Increase volunteer base.	Ongoing	Diversify volunteer positions, makeway for internships and pathway for employment through volunteerism.
2:9 Conduct a feasibility study to determine potential clients, programs, funding on The Glove Theatre.	Year 1	Completion of study, and timetable for implementation of any accepted or ratified recommendations.

## GOAL 3: PARTNERSHIPS

The Glove Theatre will foster and maintain partnerships in the Southern Adirondack and Mohawk Valley with a range of arts, business, government, and media.

Action	Timeline	Success Indicators
3:1 Communicate regularly with local and regional media to increase their coverage of the Glove Theatre's activities.	Ongoing	Media coverage of Glove Theatre events across radio, print, flyers, television, and web platforms become ubiquitous.
3:2 Develop and implement a concrete social media strategy.	Ongoing	Local, regional, and extended communities are kept apprised of offerings at The Glove, traffic to website and online box office presale are increased, fundraising is facilitated.
3:3 Develop a deeper relationship with local municipalities.	Year 1	Long-term partnerships with municipal organizations (i.e. recreation commissions, tourism bureaus, etc.) become established and on-going.
3:4 Strengthen relationships with tourism professionals within Fulton County, i.e. Fulton-Montgomery County Chamber of Commerce, FCCRG, and Fulton County Tourism Bureau.	1-4 years	County municipal/municipally-adjacent organizations and bureaus begin promoting The Glove Theatre as a viable community, arts, and educational venue through their own channels.
3:5 Strengthen relations with Mohawk Valley Economic Development District (MVEDD) and Mohawk Valley Regional Economic Development Council (MVREDC).	1-4 years	The Glove Theatre begins being seen within the community and region as a viable economic catalyst; organizations help to expand venue's workforce and employment potential.
3:6 Strengthen the relationship outside of Fulton County. Advocate the Glove Theatre's contribution to quality of life and economic benefits.	1-5 Years	Meet with local, regional, and state reps at least once a year to update them on the past and future economic benefits of The Glove Theatre with regards to tourism, employment, and quality of life improvement within the region.
3:7 Increase and enhance partnerships with local businesses.	2-5 Years	Meet regularly with business leaders/owners for input on how the Glove Theatre can collaborate with and support the business community; collaborate with local businesses for sponsorships and internship opportunities.
3:8 Meet with other theatre, arts, and non-profit organizations in the region regarding programming, scheduling, cross-promotion, and marketing.	Year 5	A plan for a fair and amicable event scheduling, including talent and marketing cross-promotion is established and updated at the beginning of each season.
3:9 Strengthen and develop partnerships with schools, colleges, educational organizations, and houses of faith.	1-3 years	Educational, faith-based, and scholastic/ludic programming is created and collaborated upon.

## GOAL 4: FUNDRAISING AND FINANCE

The Glove Theatre will strive for financial sustainability and secure the resources to fulfill its vision, mission and strategic goals.

Action	Timeline	Success Indicators
4:1 Develop and execute a fundraising plan to identify necessities and track actual fundraising results.	2-4 years	A list of short and long-term fundraising goals is created and updated regularly by Fundraising Committee; fundraising interest and amounts donated are increased.
4:2 Establish a database for all applicable public and private granting agencies, corporate and private sponsors, and other funding streams.	Ongoing	The Glove Theatre will create and have access to an up-to-date CRM (Salesforce or other) to include information regarding applicable grant criteria, requirements, timetables, and donor information for streamlining of funding from all sources.
4:3 Establish regular Fundraiser and Friendraiser events.	Ongoing	A regular and replicable fundraising event schedule is created with an eye towards fundraising seasons of other competing organizations; regularly scheduled (i.e. yearly) events are looked forward to by the community-at-large.
4:4 Establish a long-term Capital Campaign for longer-term goals on facilities and achieving capital improvements.	2-5 Years	(1) Balcony (2) Walls (3) Marquee Repair and Digitization (4) Carriage House (5) Stage (6) Second and Third Floor (7) Retail Spaces (8) Bathrooms and Concessions (9) Energy Efficiency, (10) Seating (11) Box Office and Lobby.
4:5 Seek to establish to an endowment for long-term stability, fiscal responsibility, and financial viability.	1-5 Years	A “rainy day” reserve fund in the case of economic downturn is created; potential for scholastic disbursements; increased holdings over time; further long-term donor/sponsorship incentives established.
4:6 Establish and maintain a 5-year planning cycle.	Year 5	The Glove Theatre has the ability to look back over a five-year period to confirm if goals were met; a concrete plan is created going forward based on hard numbers.

## GOAL 5: ORGANIZATIONAL EFFECTIVENESS

The Glove Theatre will adopt and monitor policies and procedures to fulfill legal, accountability, and fiduciary responsibilities.

Action	Timeline	Success Indicators
5:1 Review Corporation Bylaws.	Ongoing	Amend as required.
5:2 Create Organizational Chart.	Immediate	Glove Theatre has the ability to visualize chain of command, links between committees and departments, etc.
5:3 Create a Company Handbook and updated Governance Plan.	Ongoing	Roles, titles, positions, protocols, deliverables, chains of command, and responsibilities for Board/Committee Members, Employees, Interns, and Volunteers will be clearly defined and enumerated in an easily accessible document which will be updated as necessary; project appeal/dissent process will be established and updated as necessary.
5:4 Complete annual review and report on status of strategic plan goals.	1-5 Years	An annual report will be generated to identify any necessary actions and report outcomes.
5:5 Complete annual review of board effectiveness.	At Board Discretion	Current Board operations will be rectified and adjusted in accordance with bylaws and company handbook; goals will be reviewed and a plan for the next fiscal year will be created.
5:6 Establish an Advisory Committee the Glove Theatre Board of Directors can call upon to help answer questions when necessary.	1-2 Years	Recruit at least 20 individuals who have an understanding of the Glove Theatre, the communities of Southern Adirondack and Mohawk Valley, the entertainment world, and/or financial sustainability. Broaden boards knowledge and workload and engage future board members.
5:7 Develop, plan, and prepare annual review and report on the recruitment, retention and satisfaction of volunteers and employees on an ongoing basis.	Ongoing	Increase workforce retention through an annual report outlining the satisfaction of volunteers and employees.



## GOAL 6: FACILITIES

The Glove Theatre will develop a plan to modernize the into a twenty-first-century framework while maintaining historical character.

Action	Timeline	Success Indicators
6:1 Equip and improve facilities to enable quality productions, arts presentations, and civic events.	2-5 Years	The Glove Theatre becomes a competitive venue in upstate New York; venue does not have to seek out-of-house contracts or rentals for necessary materials; venue establishes ability to rent out in-house materials.
6:2 Continue to keep research historic elements of the Theatre Historic Status.	Ongoing	Glove Theatre Historian will continue to research, archive, and promote historic events.
6:3 Implement Downtown Revitalization Initiative (DRI) Plan and improvements.	Ongoing	Goals outlined in DRI proposal are implemented, following proposed timelines; expenditures are properly logged and reported; community excitement and media coverage around improvements as they occur.
6:4 Create an inventory list.	Ongoing	The Glove Theatre will create and have access to a full inventory list including technical, office, construction, and food prep equipment (including lights, cables, etc.) to be updated as necessary.
6:5 Pursue a Building Inspection.	Yearly	Board, venue, and building remain in Compliance with local and state safety, occupancy, and liability laws.
6:6 Create a safety checklist.	Immediate	Checklist to be used prior to every event, reviewed and reevaluated per annum, complaint with current standards; created by staff and ratified by Board.
6:5 Revamp the historic marquee.	3-5 Years	Repair, restructuring, and digitization of marquee are completed in compliance with local historical laws and with an eye towards energy-efficiency.
6:7 Implement green technologies throughout the facility.	1-5 Years	Achieve lower utility costs and lower the Glove Theatre's carbon footprint.