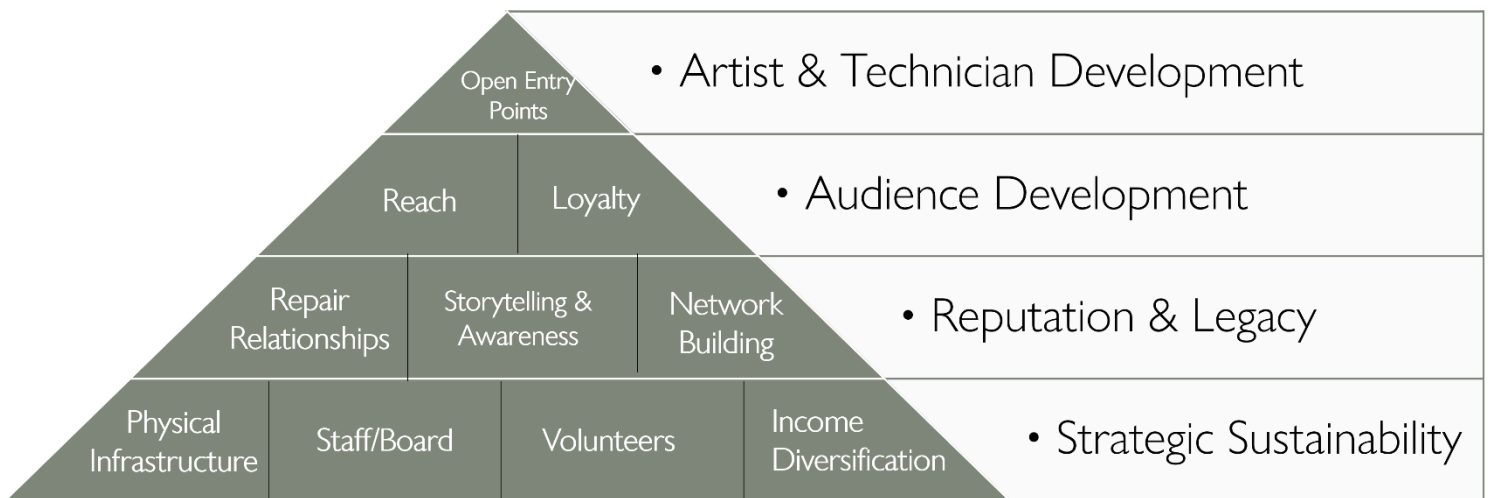




## Theatre in the Round 5-Year Strategic Plan: 2024-2029



### 1). Strategic Sustainability

Sustaining the organization requires both strategic investment in capacity building and intentionally maintaining and caring for current resources, including staff and volunteers. Improvements and changes shall always have an eye towards increasing access and providing a strong foundation for our mission.

#### Physical Infrastructure

- Improve access with elevator installation, wheelchair doors, and captioning equipment.
- Implement a capital campaign to address deferred maintenance with a new roof and HVAC system, emphasizing energy efficiency
- Upgrade technology by completing the lighting conversion to LEDs and updating the sound system.

#### Staff/Board

- Research and implement inclusive hiring practices and board recruitment
- Aim to hire one additional full-time staff member

- Develop strategic plans for salary raises to achieve "livable wage" status.
- Complete a board skills assessment and actively recruit/engage board members to support operations and/or expertise of the theatre staff.

### **Diversifying Income Streams**

- Build a corporate sponsorship program.
- Maintain a detailed grant calendar and actively seek new opportunities.
- Develop Donor Engagement Procedures and Calendar, highlighting different ways to give
- Experiment with ticket price increases and package deals.

### **Volunteer and Donor Engagement**

- Develop and implement Inclusive, Consistent and Comprehensive Volunteer Onboarding, Training, Recognition, and Appreciation Models
- Research and implement inclusive volunteer recruitment practices and diversify recruitment efforts, including leveraging partnerships

## **2). Reputation and Legacy**

Recognizing that the reputation and legacy of TRP is both a strength and a threat, the next 5 years is a crucial time to restore our reputation around issues of safety, inclusion, and artist appreciation. Take control of the narrative about the future of the organization. Emphasize and celebrate the foundational importance of TRP to the Twin Cities theatre community at large.

### **Restore Relationships**

- Around Safety: Rollout Code of Conduct Training and Approach, which will be emphasized across the organization, every volunteer, every production member, etc.
- Around Artist Acknowledgment: ameliorate financial and psychological barriers to artist participation by implementing honoraria to actors, assistant stage managers, and mentors
- Around Equity and Inclusion: Create, implement, and publish IDEA action plan

### **Storytelling and Awareness**

- Develop and implement a comprehensive communication plan which accurately tells the story of TRP's mission, history, and plans for the future across multiple channels and audiences.
- Establish consistent and inclusive language in all TRP communications.
- Leverage 75<sup>th</sup> anniversary to heighten awareness of TRP in the broader community and celebrate our legacy and community impact.

### **Network Building**

- Reconnect with the Twin Cities Theatre community.

- Foster partnerships with other theatres, emphasizing open entry points and inclusivity.
- Share valuable resources and information with other theatres.
- Actively participate in community events to enhance visibility.

### 3). Audience Development

Audiences are the final, essential element of creating theatre. We acknowledge that broadening and deepening our audience is critical not only to the financial viability of the theatre but as a core element of our mission. As we strive to create open access points for both creating and experiencing theatre, we must continually invite new audiences to our performances and create meaningful experiences for them. We must strive for our audience to reflect the diversity of the Twin Cities. As a theatre defined by community, we also seek to foster loyalty in our audiences to enhance the feeling of intimacy and connection in the TRP experience, and to enhance the sustainability of the organization.

#### **Reach new audiences**

- Seasonal, targeted marketing around diverse programming, with an emphasis on special interests (STEM, Sports, Books, Fan Cultures, etc.), Age (Family Friendly, Date nights, College), and Underrepresented Stories (LGBTQIA, BIPOC, Disability, etc.)
- Identify and Begin to Address Barriers to first visit such as awareness, financial/physical accessibility, and diverse representation across the organization.

#### **Foster Loyalty**

- Balanced, approachable programming
- Strategic outreach to the walkable area as the “friendly, neighborhood theatre”
- Flex Pass Enhancements and Branding to appeal to young couples, families, and groups
- Continued satisfaction and loyalty surveys

### 4) Artist and Technician Development

As a community theatre that strives to create open access for participating in theatre arts while maintaining professional quality arena theatre productions, we acknowledge a need to create multiple open entry points for participation as well as artistic development pathways. We will formalize a model of community artist development to foster a cycle of learning, growth, and sharing that connects our artists to each other, to TRP, and to the broader Twin Cities theatre community while identifying and addressing barriers to participation.

#### **Workshops and Development Pathways**

- Establish connections with other theatres, such as Mixed Blood, for mutual benefits for artists.

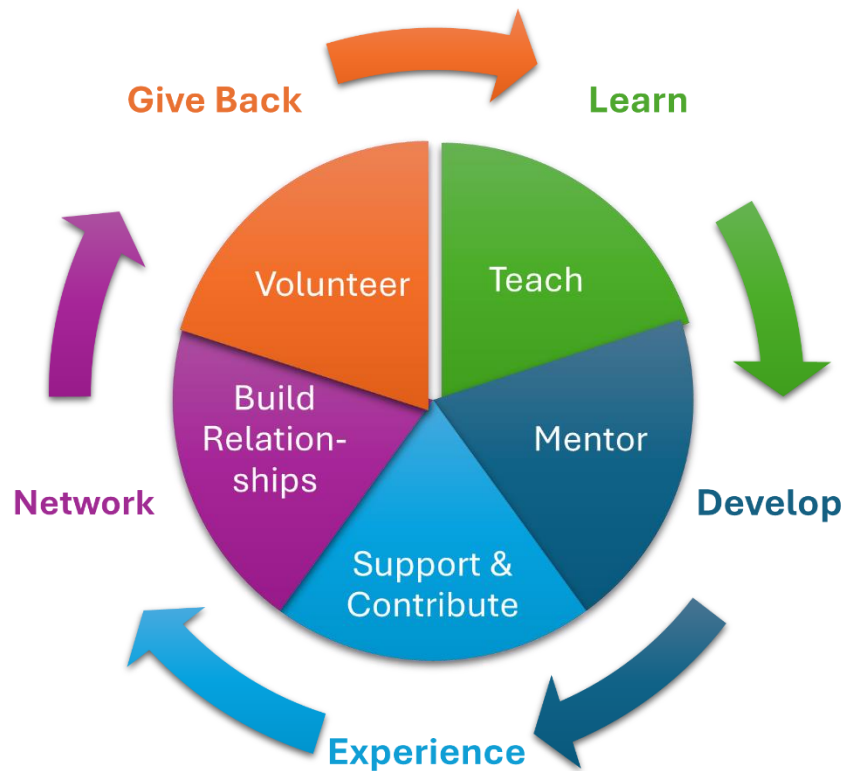
- Create clear pathways for individuals attending workshops to get involved in practical theatre activities.
- Formalize Designer and Stage manager apprentice programs

### **Formalizing Artist Development Model**

- Update mission statement to reflect the commitment to open entry points.
- Define a clear narrative for artist development, addressing misconceptions about community theatre.
- Implement multiple entry points for individuals based on their level of interest and experience.
- Emphasize the circle of Learn – Develop – Experience – Network – Give Back as the artist development pathway.
- Conduct annual artist surveys to evaluate the impact of the model implementation.

# Community Artist Development Model

<b>Learn</b>	Free Workshops Classes Volunteer Training
<b>Develop</b>	Open Auditions Assistantships Mentoring
<b>Experience</b>	Professional Quality Productions
<b>Network</b>	Connections with the broader theatre community Tools: Headshots, comp tickets
<b>Give Back</b>	Volunteer; Teach; Mentor; Support; Connect others



# Entry Points



## Learn: Workshops

Theatre-Curious  
"Former Theatre Kids"  
Cross-skill training



## Develop: Mentoring

Emerging Artists  
Returning Artists  
Expanding Skills



## Experience: Shows

Skilled Amateurs  
Emerging Artists  
Professionals with Passion  
Projects



## Connect: Networking

New to Town  
Emerging Artists  
Aspiring Professionals



## Give Back: Volunteer

Volunteer Professionals  
Retired Professionals  
TRP Veterans