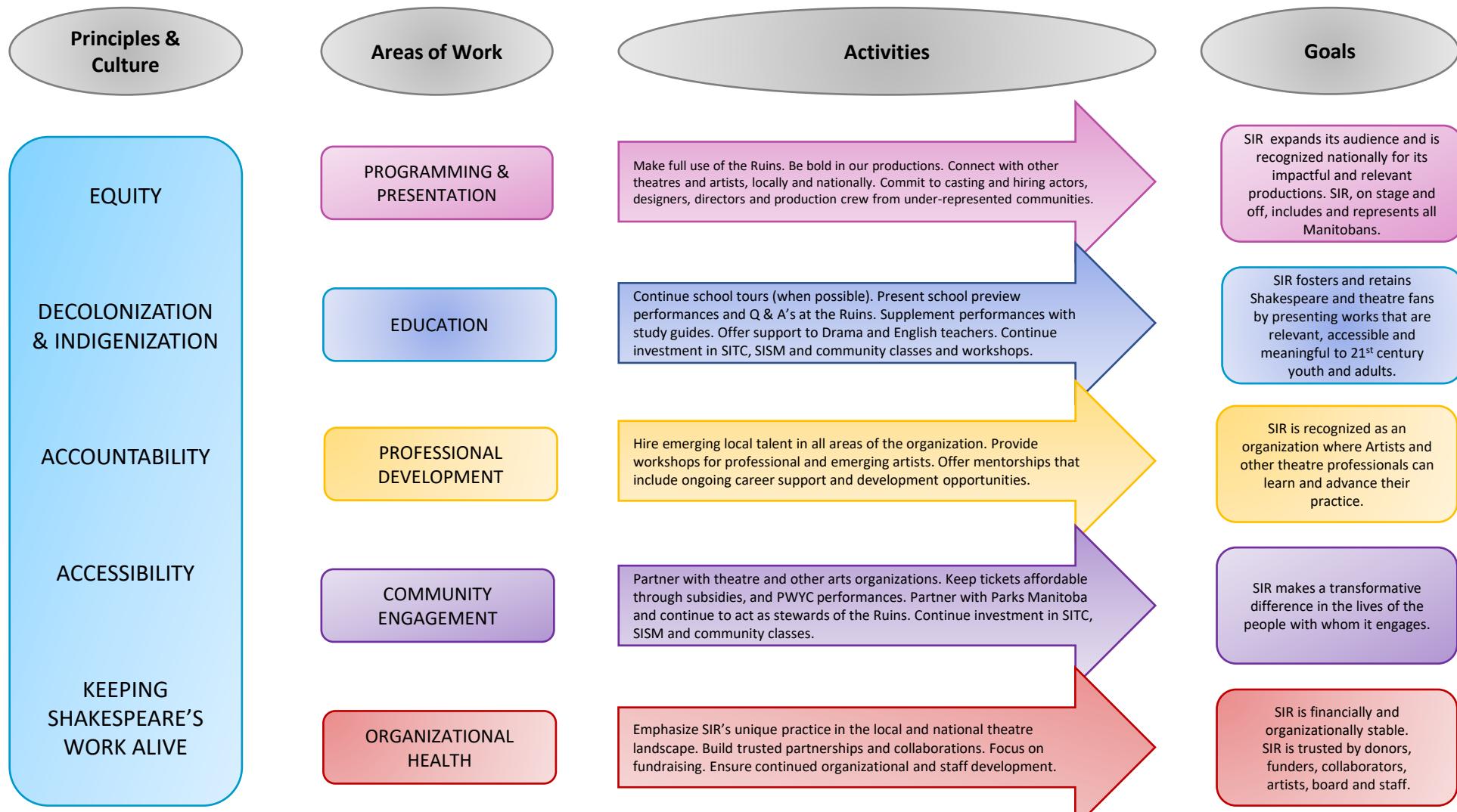


SHAKESPEARE IN THE RUINS – STRATEGIC PLAN – 2021 TO 2025

MISSION: Shakespeare in the Ruins (SIR) exists to spotlight the enduring power of classical theatre through the contemporary human experience.

MANDATE: Shakespeare in the Ruins, Inc. is a theatre company dedicated to: The production of plays from the classical canon, with a special focus on Shakespeare; The creation, development, and presentation of Shakespeare-adjacent new work; The use of environmental and site-specific staging in the production of plays; Equitable casting that reflects Manitoba's diverse population; Creating opportunities for the development and growth of theatre professionals in Manitoba and engaging with and enhancing our community.



SHAKESPEARE IN THE RUINS – *PRINCIPLES & CULTURE* – 2021 TO 2025

PRINCIPLES & CULTURE - STATEMENTS

EQUITY

SIR is committed to the principle of **Equity** which ensures that everyone has access to the same opportunities. Equity recognizes that advantages and barriers exist and that we all come from diverse backgrounds. It begins by recognizing those imbalances and makes a commitment to correcting and addressing them. SIR is committed to ensuring that historically under-represented people have the opportunity to grow, contribute, and develop in our organization and on our stages.

DECOLONIZATION & INDIGENIZATION

SIR is committed to the process of **Decolonization & Indigenization**. In this context Decolonization is understood as a long-term process involving the bureaucratic, cultural, linguistic and psychological divesting of colonial power within the organization. As an organization committed to Indigenization we recognize the validity of Indigenous worldviews, knowledge and perspectives and create opportunities for Indigeneity to be expressed in and through our organization.

ACCOUNTABILITY

SIR is accountable to our stakeholders. We understand **Accountability** as essential to building and keeping public trust. We demonstrate this principle through these four actions: Responsibility, which refers to our responsible stewardship of the organization; Transparency, which makes information available and accessible as appropriate; Answerability, which welcomes reasonable questions about our actions and decisions; Compliance, which refers to our assurance that we are meeting or exceeding all industry standards and requirements.

ACCESSIBILITY

SIR is committed to removing barriers to access for People with Disabilities and other under-represented people and communities. The principle of **Accessibility** prioritizes investing in initiatives and ideas that allow all people to access and enjoy our performances. Further, we recognize that barriers to participation include institutional, physical, communication, attitudinal, cultural and monetary barriers and we are committed to an ongoing and long-term process of reducing these barriers for our audiences, Board and staff.

KEEPING SHAKESPEARE'S WORK ALIVE

SIR believes in the power of classical theatre to transform people and communities. As the only professional theatre company in Manitoba dedicated to producing **Shakespeare's work**, we recognize our unique role in unearthing and revitalizing texts that otherwise might be forgotten. We are dedicated to the exploration of classical works through a contemporary lens, and with deep awareness of our current place in the world. SIR approaches the classical canon in a way that speaks to the present and is therefore alive - here and now.

SIR's treatment and understanding of the 'Classical canon' is one of expansion and inclusion. We seek to challenge and redefine assumptions of what constitutes Classical theatre in the 21st century. Moving beyond the western tradition, SIR aims to include plays from the Spanish Golden Age, from Latinx and Queer experiences, and from other underrepresented communities and cultures that have been creating dramatic literature since even before Shakespeare's time.

SHAKESPEARE IN THE RUINS – MEASURABLES – 2021 TO 2025

PRINCIPLES & CULTURE: EQUITY, DECOLONIZATION & INDIGENIZATION, ACCOUNTABILITY, ACCESSIBILITY, KEEPING SHAKESPEARE'S WORK ALIVE

PROGRAMMING & PRESENTATION

- Present two shows at the Ruins annually. (2022)
- Connect with Indigenous theatre artists to develop new Shakespeare-adjacent work. (2022)
- Incubate 2 new Shakespeare adjacent works a year. (2022)
- Implement “Tent Access” performances as a part of commitment to accessibility. (2022)
- Implement ASL for selected performances. (2023)
- Create *Under the Tent*; a Festival of Shakespeareana including lectures, talkbacks, play readings, discussions to compliment the season. (2024)

EDUCATION

- Increase investment in *Shakespeare in Action*; workshops for English and Drama students and teachers. (2022)
- Resume Fall school tours. (2023)
- Expand and digitize supporting curricula for school tours. (2023)
- Resume School Preview Week (2023)
- Collaborate with U of W Theatre students to present play readings from the classical canon (2024)

PROFESSIONAL DEVELOPMENT

- Increase investment in online *Shakespeare Clinic* to coach emerging actors. (2022)
- Develop residency program for emerging playwrights to create Shakespeare –adjacent works. (2023)
- Increase investment in free workshops for local theatre professionals. (2023)
- Launch *Player's Gym*: a monthly series of coaching sessions where actors can practice monologues from the classical canon. (2023)
- Implement administration/production/technical mentorship program specifically for Indigenous, Black, Brown and other racialized Peoples. (2023)

COMMUNITY ENGAGEMENT

- Fund a free bus shuttle to the Ruins from downtown Winnipeg. (2022)
- Reinvest in, expand and increase visibility of the *Shakespeare in Stony Mountain* program. (2022)
- Increase investment in *Community Classes* through McNally Robinson. (2022)
- Implement *Pay What You Can Tuesdays* for performances at the Ruins. (2022)
- Invest funds in Indigenous led organizations as a part of the land protector fund and engage an Indigenous Cultural Consultant. (2022)
- Implement audience surveys to assess Qualitative change. (2022)

ORGANIZATIONAL HEALTH

- Increase Operating budget and staff salaries. (2022, *Ongoing*) ; Implement staff benefit package. (2023)
- Build robust patron experience both on and off line. (2022)
- Create Fundraising Committee and prioritize building corporate partnerships. (2022)
- Continue investment in Decolonization and Anti-Racist Training for Board and staff. (2022)
- Continue Board Development: recruit accountant and lawyer; continue to recruit members from under-represented communities. (2022)
- Find permanent funding for Associate AD. (2023)

**To be reviewed annually (year in bracket indicates start date only)*

SHAKESPEARE IN THE RUINS – S.W.O.T. ANALYSIS – 2021 TO 2025

Strengths & Weaknesses (Internal)

Strengths

- Clarity of artistic and organizational vision
- Quality of our productions, artists and staff
- Healthy and adaptable organization
- Engaged Board of Directors with diverse skills and expertise
- Unique experience of promenade theatre and beauty of the location
- Strong audience and donor support base
- Long lasting relationships with English and Drama teachers, long history of offering school programs
- Shakespeare in Stony Mountain is well regarded in the institution and has been well developed
- Well regarded as a place for young professionals to develop their practice
- Many existing excellent community relationships
- Approachable and transparent organization
- Efforts towards diversification and equity are working
- Expert stewards of our donors and funders contributions

Weaknesses

- Limited financial resources
- Under-staffed
- High stress levels in staff, poor work/life balance
- Low salaries
- Conditions at Ruins for rehearsals and performances can be demanding, uncomfortable and exhausting

Opportunities & Threats (External)

Opportunities

- Pent up demand for in person events - especially safe outdoor events
- Many people are not travelling, spending locally and “touring Manitoba” to explore new experiences at home
- Only opportunity in Manitoba to see professionally produced Shakespeare
- Many fundraising and sponsorship opportunities that have not yet been explored
- Many grants available specifically to support professional development, mentorship, board development, accessibility, “green” opportunities, decolonization training and anti-racist initiatives
- Partnerships with Indigenous theatre artists to support new Shakespeare-adjacent work or other explorations of the classical cannon through Indigeneity
- Further partnership with Parks Manitoba
- Partnerships/co-productions with other professional Shakespeare companies – nationally and internationally
- Partnerships/co-productions with other Manitoba PACT companies

Threats

- Classical theatre is not as valued as it once was and is often viewed as exclusionary
- Emphasis on Trades and Technology in schools and cuts to arts education
- Shakespeare is being removed from some school curricula
- Corporations are shifting their donations away from the arts and into health and other social priorities
- Individual donor base is aging - young people are less likely to donate to the arts
- The pandemic is not over (possible further health restrictions, some people may feel reluctant to come out because of Covid, we can't perform in schools)