



Strategic Plan 2020-2022

One Trunk Theatre is regarded as an innovator in Winnipeg's theatre community. Respected for professionalism, creativity and its artist driven approach. In partnership with Blueprint Inc. a stakeholder survey was conducted in early 2020, initiating a strategic planning process.

"One Trunk allows artists to express themselves and what they think is important and challenge both the creative process and the audience."- Stakeholder

Challenges identified through this process were attributed to staff and financial capacity- there is a want and need to grow but the financial reality does not match the creative ambition. To counter this challenge the following goals and strategies will be the guiding principles for One Trunk's next three years of work.

Goals

Strong Organization: Achieve long-term financial sustainability by modernizing the organizational model and diversifying revenue streams.

Brand Profile and Community: Increased online engagement and outreach with both One Trunk Theatre patrons (stakeholders) and the greater community

Structure and Stability: Design and implement formalized processes and templates for all organizational documentation including roles, staffing and finances.

Innovation and Growth: Increase the capacity of the organization through meaningful partnerships and collaborations to create innovative theatre experiences.

Strategies

Strategy 1: Build and nurture partnerships with key stakeholder groups to ensure One Trunk Theatre operations/projects are inclusive and sustainable

- Create stakeholder analysis to build an understanding of:
 - Who we want/who is at the table and why
 - Whose voices matter at the table
 - Who we are centralizing/marginalizing
 - Barriers to accessibility and how we can mitigate these

- Implement Stakeholder Outreach/Engagement Plan
 - Minimum of 50% of OTT Projects will be led by an artist other than the Artistic Producer
 - Minimum of 50% of artistic teams will be members of the IBPOC Community

- Minimum of $\frac{1}{3}$ of projects in development will be led by a member of the IBPOC Community

Strategy 2: Develop and implement a brand and communications plan

- Relaunch website, update logo, create company signage
- Develop social media plan and goals for company overall, and establish process for planning for each project
- Launch “For Artists” page on website
- Develop Brand Standards

Strategy 3: Evolve financial and organizational models

- Research & pilot financial models outside of traditional not-for-profit theatre structure

Strategy 4: Develop internal capacity of One Trunk Theatre team and board

- Identification of minimum 3 new board members
- Develop succession plan for each board and staff position with emphasis on diversifying leadership
- Embed mentorship programs in staffing structure, and leverage mentorship /student/emerging artist grants to support financially

Strategy 5: Organize, access and leverage core data to support other core strategies

- Develop list of crucial metrics and determine what intervals they will be reported on
- Collect current company data and develop new ways to make accessible to all Board members