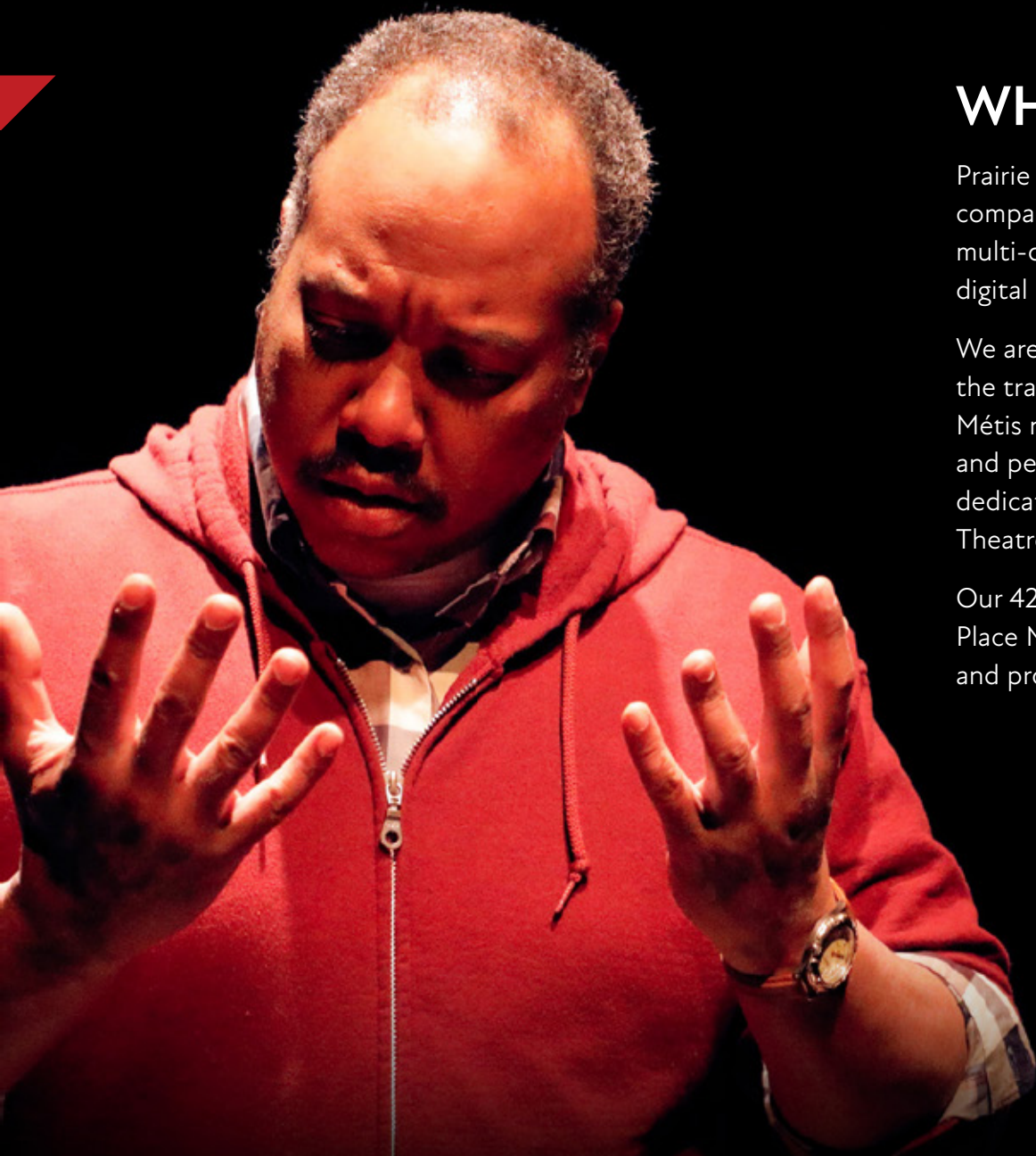


# STRATEGIC PLAN 2022-2025









## WHO WE ARE

Prairie Theatre Exchange is a 50-year-old professional theatre company that produces, presents, commissions, and develops multi-disciplinary works for live performance and digital platforms.

We are located in Winnipeg, Manitoba, on Treaty 1 Territory, the traditional territory of the Anishinaabeg, Cree, Dakota and Métis nations and the home of many other Indigenous nations and peoples. As a part of our journey to reconciliation, we are dedicated to bringing Indigenous stories and voices to Prairie Theatre Exchange every season.

Our 42,000 square foot facility is currently housed in Portage Place Mall and includes two theatres, rehearsal studios, offices, and production facilities.

# THIS MOMENT

There has been an abundance of transformation at Prairie Theatre Exchange since 2018 when our previous strategic plan began: we have welcomed a new artistic director and managing director; we have navigated a global pandemic; we have engaged in fundamental questions and actions inspired by global calls for social justice and change.

These four years have seen us consider and reconsider who we are as a company, who we want to be, who we need to be, and what we're capable of. This has included changes to our programming, emphasizing diversity of representation and theatrical form. We have redefined education at the company, focusing on accessible professional development, residencies, playwright units, and mentorships. Our commissioning and new play development has grown exponentially, supporting the work of playwrights and creators from here at home and across the country. We have embraced digital production as an opportunity to share stories and artists' voices.

As a company we have prioritized anti-racism, anti-oppression, decolonization, accessibility, ethical work practices, and critical sector wide conversations about how we make theatre.

All of this change has been steeped in genuine listening, reflection, learning, and action. For all of us at the company this is a daily practice, and one that we re-imagine continuously and cultivate mindfully.



# THE NEW PRAIRIE THEATRE EXCHANGE

And now, in 2022, it is time to imagine the next three years for PTE, beginning with our 50th anniversary season in 2022-2023. To this end, we have updated the mandate, vision and values that guide us. This is the new Prairie Theatre Exchange.

## MANDATE

The mandate of Prairie Theatre Exchange is:

- To produce and present professional live and digital productions
- To be a centre for new play development and production in the Prairies
- To be a centre for artistic professional development
- To share our productions with a local, provincial, national and international audience
- To be a home and resource to artists, supporting experimentation, and opportunity
- To embrace and integrate principles of equity, diversity, inclusion, decolonization, anti-racism, anti-oppression, accessibility, and social justice into operations both artistic and administrative







## VISION

The vision for Prairie Theatre Exchange is to be vital, relevant, and responsive. We strive to be a centre for innovation in theatre and performance practice: a home for interdisciplinary and diverse works. We are a home for artists from the Prairies (Manitoba, Saskatchewan, Alberta) and beyond. We prioritize professional development for artists in the Prairies. We are a contemporary professional theatre company which reflects the ever-evolving communities and audiences we serve with artistry, confidence and heart.

# VALUES

The plays we produce and the work we do are expressions of our priorities. The way we create and present these plays exemplifies the ethics, philosophy and guiding principles of the company.

## It is essential that our theatre be:

- |               |                     |                      |
|---------------|---------------------|----------------------|
| • Safe        | • Inspired          | • Inter-cultural     |
| • Accountable | • Provocative       | • Inter-sectional    |
| • Equitable   | • Artistically rich | • Inter-disciplinary |
| • Accessible  | • Generous          |                      |
| • Respectful  | • Responsible       |                      |
| • Truthful    |                     |                      |





# PRIORITIES 2022-2025

The following are **four key priorities** that will be the focus of our work for the next three years.







## 1. ENGAGEMENT

- Return to live theatre
- Grow digital and live audiences (locally, nationally, internationally)
- Engage with artists and artistic communities
- Build relationships with diverse communities in Manitoba, the Prairies, and beyond
- Continue meaningful dialogue with all stakeholder groups (staff, Board, volunteers, audiences)

## 2. INCUBATOR FOR ARTISTS & PERFORMANCE PRACTICE

- Grow and deepen new play development activities and commissions
- Generate opportunities for artists by offering apprenticeships, mentorships, residencies, and space
- Support and encourage digital creation and exploration







### 3. ETHICAL & RESPONSIBLE WORKING PRACTICES

- Prioritize fair and respectful compensation
- Prioritize physical and emotional safety
- Engage in longer artistic processes
- Commit to diverse representation and perspectives
- Be accessible to artists, arts workers, and audiences



## 4. SUSTAINABILITY

- Consider new operating and producing models
- Explore the potential of theatre for digital spaces
- Investigate approaches to climate-conscious producing
- Increase operating budget by 15% to support our growth by maximizing revenue streams
- Examine the impact and potential of our physical location (current, offsite, or new)



# STRATEGIC PLANNING

Prairie Theatre Exchange's strategic plan was developed in consultation with Winnipeg-based facilitators Blueprint Inc. We are so grateful for their expertise.

The process began with discussions between leadership and the Board of Directors about the future of the company. This was followed by Board-led conversations with staff, audience, and members of the Winnipeg arts community. Our Board

and leadership are deeply grateful for the candid and invested conversations and feel empowered to move forward with all the perspectives that were shared.

Finally, with all of this feedback available to us, leadership and the Board articulated this plan. We have been motivated by this process and are energized for the future. We look forward to sharing it with the community.



**Cover:** Aria Evans, *Finding Wolastoq Voice* by Natalie Sappier | Set & Lighting Design: Andy Moro  
Costume Design: Sherry Kinnear | Photo by Andre Reinders

**Page 1:** Tracey Nepinak, Emily Solstice Tait, *The War Being Waged* by Darla Contois  
Set, Lighting & Projection Design: Andy Moro | Costume Design: Andy Moro with Brenda McLean  
Make-up Design: Andy Moro with Brenda McLean | Photo by Joey Senft

**Page 2:** Ray Strachan, *VOICE* by Ismaila Alfa | Costume Design: Joseph Abetria  
Lighting Design: jaymez | Photo by Leif Norman

**Page 3:** Tetsuro Shigematsu, *Empire of the Son* by Tetsuro Shigematsu  
Lighting Design: Gerald King | Costume Design: Barbara Clayden | Photo by Raymond Shum

**Page 4:** Carol-Ann Bohrn, *By Grand Central Station* by Heavy Bell,  
based on the book *By Grand Central Station, I Sat Down and Wept* by Elizabeth Smart  
Lighting by jaymez | Photo by Leif Norman

**Page 5:** Tracey Nepinak, Kathleen MacLean, *The Third Colour* by Ian Ross  
Set Design: Andy Moro | Costume Design: Brenda McLean  
Lighting Design: Leigh Ann Vardy | Photo by Leif Norman

**Page 6:** Pamela Halstead, Dutchess Cayetano, *Prairie Nurse* by Marie Beath Badian  
Set & Costume Design: Brian Perchaluk | Lighting Design: Hugh Conacher | Photo by Leif Norman

**Page 7:** Melissa Langdon, *VOICE* by Ismaila Alfa | Costume Design: Joseph Abetria  
Lighting Design: jaymez | Photo by Leif Norman

**Page 8:** Toby Hughes, RobYn Slade, *Outside Joke: The Improvised Musical*  
Set Design: Ksenia Broda-Milian | Photo by Joey Senft

**Page 9:** Jacqueline Hogarth-Glen, Alphonse Tétrault, *What to do With Albert?*  
by Danielle Séguin-Tétrault, Translated by Ginny Collins | Set Design: Brian Perchaluk  
Costume Design: Liliane Lavack | Lighting Design: Larry Isacoff | Video Design: Gabriel Tougas  
Photo by Leif Norman

**Page 10:** Daniel MacIvor, Stephanie MacDonald, *New Magic Valley Fun Town*  
by Daniel MacIvor | Set Design: Brian Perchaluk | Costume Design: Brenda McLean  
Lighting Design: Kim Purtell | Photo by Leif Norman

**Page 11:** The cast of the 2016 production of *Mom's the Word: Nest ½ Empty*  
Set & Costume Design: Pam Johnson | Lighting Design: Marsha Sibthorpe  
Photo by Emily Cooper

**Page 12:** Kristian Jordan, Stephanie Sy, Arne MacPherson, Alicia Johnston, *Post-Democracy*  
by Hanna Moscovitch | Set, Props & Costume Design: Brian Perchaluk  
Lighting Design: Scott Henderson | Photo by Leif Norman

**Page 13:** Paula Potosky, *Happy Place* by Pamela Mala Sinha  
Set Designer: Jamie Plummer | Costume Designer: Brenda McLean  
Lighting Designer: Scott Henderson | Photo by Leif Norman







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