

# Paprika

## THEATRE FESTIVAL

# MANIFESTO: 2018 -

REIMAGINING arts training for the next generation of artists and leaders  
PROVIDING unparalleled free, accessible, and personalized mentorship  
STAGING new and radical voices since 2001



## OUR GUIDING VALUES

ACCESSIBILITY • COMMUNITY •  
ARTISTIC DEVELOPMENT • YOUTH LEADERSHIP

We evaluate the impact of our efforts  
against the following 6 goals:

### OPERATIONS

- Increase the sustainability of the organization
- Decreasing staff burnout
- Improve record-keeping and clarity of staff and Board roles

### VALUES

- Further decolonize Paprika Festival as an organization
- Increase accessibility of programs and the Festival
- Enrich and deepen participant experience

## WE PRIORITIZE SUSTAINABILITY AND IMPACT OVER GROWTH

We want to challenge the myth of infinite growth as a primary marker of success. Instead, we've designed this plan to deepen Paprika's existing impact in a sustainable way. This plan proposes short-term actions that support long-term goals.

## WHAT WE MEAN WHEN WE SAY DECOLONIZE:

We are working to actively dismantle and reimagine arbitrary, inherited, colonial ideas of what it means to be a professional organization.

We believe Paprika can be a contrasting alternative to more traditional theatre training. We offer free, flexible, positive, and personalized training for youth who might be unrecognized and unsupported in the theatre community. Because of Paprika, theatre gains totally fresh, subversive, and radical voices.



# METHODOLOGY

In February 2018, Paprika's then-Artistic Producer (Ali Joy Richardson) and General Manager (Leslie McCue) began meeting with arts consultant Jane Marsland. Daniel Carter (incoming General Manager in 2018) joined this process in the Spring of that year.

One year (and many conversations, round tables, sticky notes, and cups of coffee) later, we have created this Manifesto to reflect where we are and where we are heading.

We approached our visioning in a holistic way and met with all of Paprika's circles (current and past staff, current and past participants, board of directors, and community partners). We worked together through the process, making unique contributions to shared challenges, and relied on each other to generate ideas, shape answers, and develop a sense of responsibility, trust, and momentum for action.

Through those conversations, a fuller picture of Paprika's present role in our community and industry began to emerge and along with it, the knowledge of where we need to go next.

## KEY QUESTIONS AND STEPS IN CREATING THIS DOCUMENT:

### PURPOSE: WHY DO WE EXIST AND FOR WHOM?

- Developed an organizational profile to provide greater clarity on the purpose, mission, values, leadership and organizational beliefs of Paprika Festival

### BASELINE: WHERE ARE WE STARTING FROM, HONESTLY?

#### WHAT IS OUR CURRENT REALITY?

- Undertook a comprehensive knowledge-based self assessment

# METHODOLOGY

## KEY QUESTIONS AND STEPS IN CREATING THIS DOCUMENT CONT'D:

### CONTEXT: WHAT IS HAPPENING AROUND US THAT DEMANDS CREATIVE CHANGE?

- Undertook two mapping processes — mapping the current environment to understand what is emerging that might affect us; and, Ecocycle mapping to evaluate all Paprika's activities and relationships to look for opportunities and obstacles as well as what we need to stop doing that is no longer delivering value

### SET INTENTIONS

- Given our purpose what seems possible now?

### ADAPTING

- How are we acting/learning our way toward the future and evaluating what is possible as we go?

## WE WORKED TOGETHER TO:

- Examine and reaffirm the purpose, mission, values of Paprika
- Articulate specific goals accompanied by clear actions and measurable objectives
- Establish a rigorous planning process that still allows us to be flexible and responsive in a volatile environment
- Assess all the elements of Paprika's infrastructure in order to strengthen our organizational capacity
- Involve as many people as possible in the strategizing and visioning (who are or had been connected to Paprika Festival in some significant way)
- Compose a strategic narrative that is owned and realized by Paprika's internal stakeholders (staff, artists, and board) and provides all external stakeholders an understanding of the strategic direction of Paprika over the next years



# BOARD OF DIRECTORS

## CURRENT REALITY:

- The Board of Directors needs a deeper understanding of Paprika's values and the limits of our resources (both human and financial) in order to actively champion the organization

## 0-2 YEARS

- Strengthen collaboration and familiarity between staff and board members through reporting

- Diversify Board of Directors membership

- Deepen Board's knowledge of Indigenous cultures and protocols

- Increase Board presence at Program events and workshops

## 2-4 YEARS

- Welcome more past participants and staff members into Board roles

- Welcome at least one leader from a local theatre organization onto the Board (Artistic Director, General Manager etc.)

## 4-5+ YEARS

### GOAL:

- Increase the Board's agency as activists on behalf of Paprika

# STAFF

## CURRENT REALITY:

- We experience a high turn-over rate due to unsustainable role responsibilities and low pay

## 0-2 YEARS

- Create a better process for documenting responsibilities (ie. critical paths) for succession

- Create shared workflow practices

- Implement staff appraisals twice-a-year

- Invest in software and programs that reduce labour-intensive practices (ie. Plooto, Quickbooks, Adobe)

## 2-4 YEARS

- Create more sustainable contracts for staff congruent to pay

- Introduce mandatory mental health, and first aid training for staff

- Create more sustainable positions for Artistic Producer and General Manager (part-time flexible)

- Find a permanent and accessible office space

- Reimagine staff structure

## 4-5+ YEARS

### GOAL:

- Improve organization balance and decrease staff burnout through better work flow and salaries



# COMMUNICATIONS/ OUTREACH

## CURRENT REALITY:

- Paprika lacks sustained presence online and in the community

### 0-2 YEARS



- Build year-round social media presence that provides the public with insight into our training programs
- Partner with community organizations and schools to increase our reach and impact (especially during Fall outreach)
- Begin and deepen relationships with Indigenous communities and organizations

### 2-4 YEARS

- Develop a recognizable brand for the organization and the Festival
- Develop a more accessible website
- Introduce Relaxed Performances and ASL-Interpreted productions and events

### 4-5+ YEARS

- GOAL:
- Increase Paprika's reach and impact through better communications and outreach systems



# DEVELOPMENT

## CURRENT REALITY:

- Paprika relies heavily on precarious government funding which limits program growth and sustainable pay

### 0-2 YEARS



- Meet Canada Council for the Arts requirements for operational funding
- Calculate annual cost per participant and seek participant sponsors
- Apply to two foundations per year with the Board's support
- Seek funding opportunities from the Department of Canadian Heritage

### 2-4 YEARS

- Grow and sustain relationships with corporate sponsors

- Create a comprehensive database of past participants, staff, board, and mentors to be used for more personalized fundraising and tracking the success of artists who've trained with Paprika

### 4-5+ YEARS

- GOAL:
- Diversify revenue beyond public sector





# PROGRAMS

## CURRENT REALITY:

- On average, 1–2 participant projects per year gain professional development beyond Paprika, including remounts, co-productions, residencies, and mentorships with other artists and companies

### 0-2 YEARS

- Enrich training and professional development opportunities by accepting fewer participants (max 25 across 6 programs)
- Match Festival Administrators with a staff mentor for more focused mentorship
- Develop Indigenous Arts Program into a 2 year program
- Create more networking opportunities for participants for further growth and development after Paprika
- Introduce staff and participant shared work sessions to decrease participant stress and increase peer-to-peer learning

### 2-4 YEARS

- Seek partnerships with theatre companies that invest in individual participants through both mentorship and resource sharing

### 4-5+ YEARS

#### GOAL:

- Deepen artistic and professional development of participants, leading to increased future professional opportunities



# FESTIVAL

## CURRENT REALITY:

We lack the infrastructure to:

- Provide in-depth safety training for Festival staff
- Educate Festival staff in Indigenous cultural protocols
- Keep accurate Festival records

### 0-2 YEARS

- Host volunteer training session for all staff & Festival Administrators at the Festival venue
- Host a production meeting at Festival venue to review health and safety procedures with participants
- Introduce participants to Relaxed Performance procedures and practices
- Improve box office reporting and record-keeping
- Introduce audience surveys to inform communications and outreach strategies
- Increase number of industry leaders attending the Festival through personalized invitations that align participants with like-minded companies

### 2-4 YEARS

- Train participants in accessible performance creation (especially Relaxed Performances and ASL Interpretation)

- Maintain accurate Festival statistics

#### GOAL:

- Increase the infrastructure of the Festival to have the largest positive impact for all stakeholders





# MENTORS & FACILITATORS

## CURRENT REALITY:

- We don't always have the tools to address the individual needs of participants (regarding health and accessibility)

## 0-2 YEARS

- Improve reporting systems for participants to voice their needs

- Create more opportunities for mentors and facilitators to communicate where they wish to improve as educators

- Articulate and communicate Paprika's uniquely accessible approach to arts training

## 2-4 YEARS

- Create and distribute a resource document for mentors and facilitators that outlines Paprika's pedagogical values and strategies

- Increase training for all staff, mentors and facilitators to better equip them to support participants through personal and creative challenges

## 4-5+ YEARS

### GOAL:

- Improve organization's support of mentors and facilitators

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