



Krystal Lucas and Sam Gregory in TWELFTH NIGHT. Photos by Adams VisCom



DENVER CENTER FOR THE
PERFORMING ARTS

RECOVERY PLAN 2022 & 2023

COVID-19 took a tremendous toll on live entertainment. As the first businesses to close and last to reopen, our family of artists, actors, administrators and arts educators were forced to wait while circumstances out of their control devastated their livelihood.

Now, the Denver Center for the Performing Arts (DCPA) is committed to emerging from the pandemic with a Strategic Recovery Plan that will leverage opportunities to provide stability, change and growth for our theatre family and the enrichment of our community. The development of our FY22-FY23 Recovery Plan will allow us to gather, share, evaluate and prioritize both short- and long-term opportunities, plus help expedite our return of full programming and live, in-person performances. This Recovery Plan is based on current projections of our ability to return to public gatherings and regain a stable financial position.

To get started, the DCPA Executive Team has established a four-step planning process: defined areas of focus, developed guiding principles to build alignment, identified major issues to address through this recalibration process, and prepared a list of next steps. Each of these sections can only succeed with input, revisions and engagement from DCPA team members, key stakeholders and our broader community, who are the foundation of our work and mission.



Janice Sinden

Janice Sinden
President & CEO



Gretchen Hollrah

Gretchen Hollrah
COO

OUR MISSION

We engage and inspire through the transformative power of live theatre.

OUR VALUES

- Act with Integrity
- Advance Equity, Diversity and Inclusion
- Put Customers First
- Promote a Culture of Excellence and Innovation
- Invest in State-of-the-Art Facilities

WE BELIEVE:

- All People are Equal
- Moments are Shared
- Differences are Valued
- Discussion is Encouraged



PLANNING PROCESS

In partnership with AMS Planning & Research, the Executive Team developed and discussed a broad array of ideas and opportunities. Through this process, AMS facilitated working sessions to prioritize and establish priorities (high, medium, low) and determine timing (now, near-term, long-term). Additionally, the Board of Trustees Strategic Planning Committee was convened to discuss this process and receive input to help guide the work. Finally, outreach calls were made to Board Leadership to confirm objectives and AMS assessed best practices from peer organizations across the nation.



Define
areas of
focus

Develop
guiding
principles

Identify key
issues and
questions

Define next
steps for the
Recovery Plan
and future
planning

KEY CONSIDERATIONS

- Does each proposal in the Recovery Plan advance our mission?
- Are there go/no-go considerations for each proposal?
- Budgetary considerations: Are there cost savings or requested investment/expansion for each proposal?
- Who is the executive sponsor for each initiative/who is responsible for the action(s) and who has decision rights (often shared)?

To maintain our momentum around Equity, Diversity, Inclusion and Belonging and in response to needs that were expressed by artists of color in response to the Black Lives Matter movement, the DCPA formed five Operational Project Teams to inform action:

TALENT

- Recruitment, hiring and onboarding
- Apprenticeships and internships
- Professional development and advancement
- Team member retention

ARTISTIC PRACTICES

- Season selection process
- Casting practices
- Play commissions
- Creative team representation
- Rehearsal room culture

INCLUSIVE SPACES

- Land acknowledgments and culturally knowledgeable practices
- Community engagement
- Audience development
- Audience engagement
- Affinity spaces for marginalized identities

WORKING CONDITIONS

- Workplace culture
- Production calendar and tech rehearsal schedules
- Anti-racism policies and accountability processes
- Sustainable work/life balance practices

EDI TRAINING

- Foundational frameworks of equity, diversity, inclusion and accessibility
- Anti-racism training
- Bystander intervention
- Conflict resolution



Andrea Goss and Lianne Marie Dobbs in *INDECEAT*. Photo by Adams ViCore



THREE RECOVERY BUCKETS

The Executive Team evaluated more than 20 recovery proposals and possibilities before deciding on three areas upon which to focus our attention. Options that are not focused on recovery will be deferred to future strategic planning efforts.

- Resume core lines of programming
- Elevate guest experience
- Implement institutional recovery (people, culture and financial management)

TWO OBJECTIVES

- Resume presenting and producing live theatre and welcome audiences, students and guests in-person
- Assess how to transform the organization and resume our visionary strategic planning

THREE GOALS

- Establish organization-wide stability coming out of the pandemic
- Position the DCPA for long-term financial sustainability
- Identify opportunities for change and modernization

KEY OUTCOMES

- Reactivate and pilot new initiatives
- Identify early wins and build confidence internally and externally
- Prepare to resume strategic planning in the summer of FY22
 - o Opportunities for significant innovation and change will follow the Recovery Plan
 - o When the time is right, we will increase our focus on our purpose – why we do what we do

RECOVERY BUCKET #1

Resume Core Lines of Programming

Investment required to educate and enhance market awareness and manage changes in behaviors

Theatre Company:	6-show season
Off-Center:	4 projects
Broadway:	8 shows plus Van Gogh Alive
Cabaret:	Up to 5 shows
Education:	Recalibrate for in-person programming, on-site and in-school classes
Event Services:	Up to 150 events

RECOVERY BUCKET #2

Guest Experience

- Expand touchless experience; go digital whenever practical
 - Test digital ticketing and digital programs
 - Identify technology to successfully transition over time
- Select preferred list of food and beverage partners in the Bonfils Theatre Complex
 - Test point-of-sale technology
 - Evaluate impact of food in theatre (monetary, customer experience, etc.)
- In partnership with Arts & Venues, address Complex and venue security and standardize whenever possible
- Partner with the City of Denver to pass a General Obligation Bond in November 2021
 - DCPA may receive funds to address fire/life safety issues in the Bonfils Theatre Complex

RECOVERY BUCKET #3

Institutional Recovery: People, Culture and Financial Management

- Prepare for the return of furloughed employees and recruit for vacant positions
- Ensure that recovery efforts embed Equity, Diversity, Inclusion and Belonging values
- Promote work/life balance and healthy work place practices
- Develop and implement financial guidelines and policies
 - Reserve policy
 - Capital improvement plan
 - Unanticipated surplus policy
 - Department budgets that reflect our financial philosophy: Equity, Impact, Stewardship





RESILIENCY PLANNING FOR OUR FUTURE

- Continue to demonstrate benefit for SCFD investment
- Grow contributed income and innovate
- Continue to identify funding from public sources
- Implement financial policies and update as needed
- Promote a culture of excellence and appreciation

(L-R) Jacqueline B. Arnold as La Choclat, Robyn Hurd as Nini, Holly James as Arabia and
Jeigh Madus as Baby Doll. © Matthew Murphy, 2019