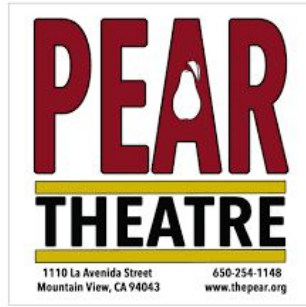


## 2020-2021 Strategic Plan

### Diversity and Access

In the next year, The Pear Theatre puts significant focus on diversity and access. Located far off the beaten path in the midst of the off-campus Google and Microsoft buildings, The Pear is not the most likely area for theatre. Mountain View as a city struggles with engaging its diverse population, and so too does The Pear. This coming season (2020/2021), we focus first on the issue of engaging diverse voices and bringing theatrical experiences to those who don't often get the opportunity.

1. The Pear Theatre will engage 45% artists from diverse backgrounds in the 2020/2021 Season (as defined as nonwhite, not cis-gender, queer)
2. The Pear Theatre will diversify its audience base:
  - a. The Pear Theatre will aim to increase sales of Student Tickets and Group purchases by 20% by extending the runs of shows, significantly expanding outreach to student groups in the South Bay, and creating student-specific engagement opportunities (study guides, tours, and interview opportunities). This is manifested through Pear Seeds and Pear Roots projects.
  - b. The Pear Theatre will partner with groups representing audiences from diverse backgrounds and offer AT LEAST 5 group discounts codes to those groups across the season. (Eg: For our recent production of Curious Incident, we were able to offer discount codes to members of the group AASCEND [Autism Asperger Spectrum Coalition for Education, Networking and Development] in San Francisco to give them expanded opportunities to see the show at a discounted rate)



## **Programmatic Expansion**

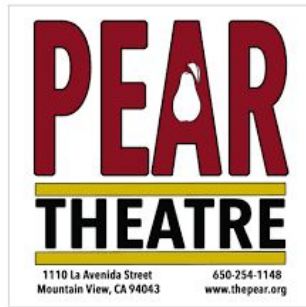
The Pear Theatre, in order to more fully realize our vision for the development of artists and community, will seek programmatic expansion in the 2020/2021 Season

1. The Pear Theatre will continue the Pear Seeds program with a summer conservatory program in the summer of 2021 - achieving enrollment of 10 students per class offered.
2. The Pear Theatre will launch it's fall after-school Pear Seeds Programming with an enrollment of 10 students per class.
3. The Pear Theatre will roll out specific workshops and events, curated by the Pear Playwrights Guild, to grow and diversify the Guild and to attract new playwrights to submit plays to The Pear for consideration in future seasons.

## **Recovery and Development**

COVID-19 has hit The Pear, like most other arts organizations, incredibly hard. Our 2020/2021 Season must be spent reevaluating and strengthening our financial position in order to continue to offer strong programming for years to come:

1. The Pear Theatre will aim to increase donations by 15% over the previous season. We will do this through producing a major fundraising event at The Pear, increasing social media presences, and providing more direct donation opportunities for patrons.
2. The Pear Theatre will develop and offer new, business oriented, sponsorship opportunities to better capitalize on the wealthy tech infrastructure of Mountain View. We aim to receive 3 Sponsorships at this new level.
3. The Pear Theatre will apply for AT LEAST 5 new grant opportunities.



## Long Term Strategy Focus Areas

### **Diversity and Access**

Longterm, The Pear will put solutions in place to ensure that Diversity and Access become foundational to the institution:

- An ongoing commitment to produce at least 1 new play a season
- An ongoing commitment that at least 50% of plays in each season will be from diverse playwrights (as defined as nonwhite, queer, non cis-gender or non-male)
- An ongoing commitment to tell a diverse set of stories that paint an accurate portrait of the diversity of the human experience across the Bay area and beyond.
- An ongoing commitment to hire at least 60% artists and staff of color in any given season.

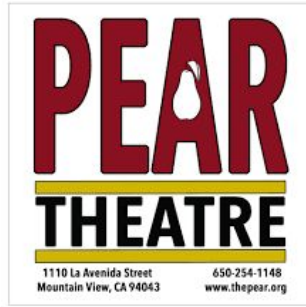
### **Full Programmatic Integration**

The Pear Theatre has strong programs that are somewhat disparate at the moment. A key goal over the next three years is to bring the pieces of the Pear (the Pear Mainstage, the Pear Seeds, the Pear Playwrights Guild, and other programming) into a stronger lockstep - to present a cohesive portrait of what The Pear stands for and where it is headed. We will

- Strengthen the connection between Pear programming elements. One such example is providing the Pear Playwrights Guild with more consistent opportunity to get full length plays fully produced with a dedicated slot in the season.
- Create more opportunities for The Pear Playwrights Guild and the Pear Seeds program within the mainstage season.

### **Capacity and Financial Stability**

The Pear has enjoyed the consistent attendance of patrons, strong financial positioning with no need of loans, and a history of manageable growth. It is important, as we head into this next phase, for us to plan for what lies ahead.



The Pear enjoys below market rate rent due to a deal made with Google which bought the old warehouse building that housed The Pear and assisted in the movement of The Pear into its new, larger space. That rental agreement ends in 10 years. Our priority in the next three years is to:

1. Significantly increase banked funds to prepare for a potential move
2. Grow audience and support
3. Create capacity in staff to more strategically handle the long term needs of The Pear.