THE CITADEL THEATRE

2025-2030 STRATEGIC PLAN

A LEAP WE TAKE, TOGETHER

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A LEAP WE TAKE, TOGETHER

OUR VISION FOR THE FUTURE

We are the Citadel, a home for compelling stories, thriving connections, and big dreams.

We believe in the transformative power of bold choices.

We believe in what's possible when we take a leap together—into our creativity, into the unknown, into our shared humanity.

In an uncertain world, we are committed to creating outstanding theatre that sparks a gasp and meets the moment.

And with open arms, we invite you into your home in the heart of the city - a truly vibrant gathering place where we can all reveal and explore our own human potential, together.

OUR PURPOSE

To meet the moment and reveal our human potential through outstanding theatre.

OUR VISION

A world where we take a leap, together.

OUR SHARED AMBITION

By 2030, the Citadel will be a more vibrant gathering place for arts-focused programming, a thriving organization, a financially resilient theatre and an artistic voice celebrated in Edmonton and beyond.

We believe in the transformative power of bold choices—and in what becomes possible when we take a leap together.

A THEATRE AT THE HEART OF OUR CITY

Since 1965, the Citadel has helped shape Edmonton's cultural life. Across five performance and event venues, our productions and experiences draw audiences to the heart of downtown, while the Foote Theatre School introduces students of all ages to the possibilities of theatre.

Our role extends beyond performances. We provide opportunities for artists and theatre professionals, contribute to a lively downtown, and create spaces where people can learn, connect, and encounter different perspectives.

The performing arts sector continues to navigate shifting audience habits, rising costs and changing funding conditions. Through conversations with artists, audiences, donors, community members and our teams, we heard a clear ambition: protect artistic risk-taking, deepen community relationships, activate our spaces, and build a more resilient organization.

OUR ARTISTIC APPROACH

Our work is guided by an inclusive, innovative, and international approach: welcoming the many communities that make up Edmonton; developing new work and experimenting with form; and collaborating with theatre-makers at home and around the world.

OUR COMMITMENT TO RECONCILIATION

We create on Treaty 6 territory in amiskwaciwâskahikan (Edmonton), a place of enduring Indigenous histories, cultures, and communities. We recognize our responsibility to participate actively in reconciliation through meaningful relationships, ongoing learning, sharing resources, and including Indigenous stories, histories, and experiences in our programming. Guided by reciprocity and respect, we are committed to listening, learning, and taking meaningful action. You are invited to read Citadel Theatre's full Reconciliation Statement here.





OUR OBJECTIVES FOR 2030

OBJECTIVE 1

The Citadel has a balanced and stable funding model that generates annual surpluses (Ticket Revenue, Contributed Revenue, Enterprise Revenue).

What success looks like by 2030:

- Our teams are resourced to deliver a balanced, diversified funding model.
- We have stronger, actionable relationships with government, strategic partners, and major supporters.
- Effective governance, production budgets aligned with industry standards and shared accountability underpin long-term stability.

OBJECTIVE 2

The Citadel is a vibrant gathering place for arts-focused programming.

What success looks like by 2030:

- Our events and rentals complement artistic programming, and Zeidler Hall has a clear purpose.
- Communities trust and use the Citadel more often—not only when attending a performance.
- Youth education and outreach have grown, and our facilities better meet community expectations.

OBJECTIVE 3

The Citadel as an organization is thriving.

What success looks like by 2030:

- Roles and leadership succession are clearer, enabling our teams to work with confidence.
- We have moved beyond a mindset of scarcity toward one of possibility and shared opportunity.
- Artists and staff feel valued and equipped to thrive, while guests are surprised and delighted by their visits.

OBJECTIVE 4

The Citadel is celebrated locally, nationally, and internationally.

What success looks like by 2030:

- We create art intended to be shared with Edmonton and the wider world.
- Audiences embrace adventurous programming and see themselves reflected in the stories we tell.
- Edmonton grows in recognition as a theatre destination, and supporters become more connected to the artistic journey.

OUR VALUES

Our values describe what artists, audiences, partners, and colleagues should be able to expect from us.

KINDNESS	We act with empathy, compassion, and respect.
ACCESS & INCLUSION	We work to remove barriers and create places where everyone feels welcome and valued.
COLLABORATION	We build meaningful work through relationships, shared vision, and generosity.
COMMUNICATION	We listen actively and communicate clearly, thoughtfully, and honestly.
ACCOUNTABILITY	We follow through, reflect on our impact, and honour our commitments.

TURNING STRATEGY INTO ACTION

The objectives guide departmental planning, resource decisions, and partnerships. This framework ensures that every department's work connects to our shared goals, helping us stay focused, accountable, and transparent as we bring our strategic plan to life.

We will use Citadel's existing annual report to communicate progress against this strategic plan, sharing selected results alongside stories of artistic and community impact. This approach builds public accountability into an established reporting process without creating a separate reporting obligation.

OUR FUTURE IS A SHARED STORY

Our future belongs to the artists who take creative risks, the students discovering their voices, the audiences who fill our theatres, and the supporters who believe in the power of live performance.

We want Edmonton to be known as a place where theatre is made, experienced, and celebrated. We want the Citadel to be a gathering place that people choose to return to, a workplace where artists and staff thrive, and a creative organization with the resilience to dream bigger.

These ambitions are shared. We invite our community to attend, learn, gather, collaborate, and support the work that makes the next chapter possible.

We thank the artists, staff, audiences, donors, board members, partners, and community stakeholders whose insight and commitment helped shape this plan. Together, we step forward with purpose—ready to meet the moment and take the leap.