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Strategic Plan

2019-2024

Executive Summary

New Works is a long-standing artist support and presentation organization. Having played an important role in Vancouver's dance and larger performing arts ecosystem since 1993, and providing management since 1998, New Works has reaffirmed its vision of supporting artists and building community through dance, and has decided to focus in the upcoming 5 years on the core values of transparency, accessibility, support, and collaboration. This will be accomplished through working on 3 key priorities: **Operational Strength** - Focusing on Financial and Human Resources stability and capacity; **Programming Focus** - Ensuring that all programs are simply designed, focusing on artist support through an Equity, Diversity and Inclusion lens, and; **Marketing and Communications Clarity** - Developing and implementing simple, clear and robust marketing strategies.

VISION: To be a model for supporting equity-seeking artists, to be a hub for artistic excellence, and to build community through dance.

MISSION: New Works is an innovative organization that exists to support dance artists, cultivate audience, and provide and promote diverse and accessible performance experiences. We strive to remove systemic barriers positioned against Equity seeking practices and practitioners, including Indigenous artists.

WORKING MANDATE

New Works supports artists by:

- Giving dance artists meaningful opportunities to interact, lead, and teach, as well as perform
- Connecting culturally specific dance communities with new audiences and forms, thereby nurturing a shared sense of ownership and belonging within the Canadian dance world;
- Making diverse dance events accessible to multiple communities; and
- Providing performance opportunities for diverse dance artists and companies.

VALUES:

- **Transparent:** New Works strives to be a recognized leader in establishing proactive and consistent transparency policies in all of our dealings. All goals and actions in this plan are viewed through the lens of achieving consistency, reliability, and clarity.
- **Accessible/Inclusive/Diverse:** NW programs are accessible to and accessed by diverse artists and audiences. We use representation to remove systemic barriers to inclusion, continually introducing new communities to professional arts performance. Our role is to support, grow, and nurture equity-seeking artists and companies through administration and management, and to grow new audiences through programming diverse traditions, styles, and formats of dance, prioritizing access.
- **Supportive:** Our artists advance in their careers, grow audience reach, and improve their financial position. They gain an understanding of what it is to be a successful independent artist-producer, and gain a higher level of control over the trajectories of their own careers. Artists get the support they need, adapted to their maturity level – the artist support we provide is responsive to the life cycle and unique needs of each artist.
- **Collaborative:** NW generates a collaborative culture, where artists and staff share experiences and knowledge in meaningful and far-reaching ways. Artists, board and staff - we work together. New Works develops strategic partnerships with other presenters and organizations to increase the impact of our work, and the work of the artists we support.

Strategic Priorities / Definitions of Success

Answering to these values, New Works has set forth the following strategic priorities.

Operational detail for achieving these priorities is outlined in appendix A – Work Plan.

- 1) **Operational Strength: Building strength from within:** We need financial stability and a happy and productive, maximally skilled staff team, working in a collaborative environment, in order to achieve our goals. This is the basic underpinning of all of our work. Our main strategic areas are:
 - a. **Finances: Gradually achieving zero deficit by year five through:**
 - i. **Revenues:** Careful work with government funders; Further development of Individual Giving and Sponsorship; increased box-office revenues and increase client revenues.
 - ii. **Expense:** Increased financial planning around presentation programming.
 - b. **Human Resources: Increasing job satisfaction and focusing on retention:**
 - i. **Staff:** Establishing and enacting HR policy focused on support and collaboration, retention and workplace satisfaction. life cycle, long-term sustainability - best practices.
 - ii. **Board:** board is involved in the organization. There are purpose-filled committees that meet their responsibilities; the board is excited to self-develop, including training and recruiting new members to bring the organization further towards its strategic direction.
- 2) **Programming : Ensuring that all programming is focused on artist support and career development:** The core problem that New Works solves is artist support. Artists come to NW for support because they feel alone and isolated, and as though they lack the administrative skills and time to achieve their goals. Provision of artist support is a founding purpose of NW.
 - a. **Overarching:** All New works programs are focused through the lens of artist support. We will create a values-based basic framework that outlines which artists New Works supports and why.
 - b. **Artist Support:** New Work will work with a larger number of artists, casting a wider net. We will provide a more robust support through a return to a hybrid cluster management model, that allows individualized ‘bespoke’ support solutions to artists. Seeking out practical solutions to problems brought forth by the artist community, e.g. provision of hotdesking space when available in office.
 - c. **Presentations:** restructuring the Presentations program to act as a support system and springboard for artists, focusing on quality over quantity - Providing support for artists in order to help them improve their work -
 - Establishing a model where the artist and organization collaborate to create a tailored and successful presentation;
 - Offering to present more than 1 showing;
 - Providing an early career boost to emerging artists;
 - Building long-term relationships with local artists (3 years);
 - Providing a variety of residency and presentation opportunities for a diverse roster of artists at various career phases; Providing promotion and marketing support;
 - Providing documentation (video and photography) support.
 - d. **Community Engagement:** New Works focuses on providing a plurality of communities with access to affordable and inclusive, high quality experiences. We will partner with artists who are focused on specific communities, to build our own understanding of best practices, and to build bridges and where possible - developing vibrant artistic scenes that support these culturally-focused artists. We will continue to build our **Share Dance Program**, reaching out to underserved youth and children through free programming.
- 3) **Marketing and Communications: Generating clarity among all of our stakeholders regarding our core purpose and programs, and remaining visible and top-of-mind**
 - a. **Clarity:** Simplification of presentation programming offerings
 - b. **Taking focused and intentional action:** Development of a clear marketing strategy
 - c. **Being present:** Taking artist meetings, and attendance and participation at key events
 - d. **Partnerships and Deeper Relationships:** Working in deeper relationships with the artists we serve – learning from and working with artists who are focused within specific cultural milieu; Working in partnership where we can within the arts community

Highlights by Year

	Operational Strength	Programming Focus	Marketing and Communications Clarity
2019/20	<p>Preparatory Year:</p> <p>This is the year of ED Maternity Leave: Back-filling of position through production support contract, slight increase to 1 staff position. Development and implementation of HR policy, Founding of Board committee: Development. Switching from an annually increasing deficit, to a balance or a small surplus (\$3K to \$5K)</p>	<p>Preparatory Year:</p> <p><u>Artist Support</u>: Shift toward increased/ hybridised collaborative Cluster Management model. Include drop-in clinics as a way to serve a greater variety of artists.</p> <p><u>Presentations</u>: Preparatory shifts towards single series model; increased intentionality in planning, controlling expenses and bringing them in line with planned and likely revenue targets.</p> <p><u>Share Dance</u>: Increase our private revenues (Foundations).</p>	<p>Preparatory Year:</p> <p>Develop a marketing strategy via the creation of a Committee between staff and board; Web improvements to showcase the revised nature of artist support programming; Continued in-person dialogue with stakeholders in meetings, and at events to convey the new vision of New Works.</p>
2020/21	<p>Return to full time ED, slow build of staffing positions to meet any increased demand in artist support; 2 full time staff undertaking artist support. Continued Board Fundraising work, Budget remains in small surplus. Deficit reduction goal: at 70% of 2018/19 fiscal year end amount.</p>	<p><u>Artist Support</u>: continued shift into cluster management model, increase in number of artists served, and stronger focus on diversity among our artist roster.</p> <p><u>Presentations</u>: Full shift to single series model, increased residency support, continued focus on quality of artist experience, continued focus on partnership expansion.</p> <p><u>Share Dance</u>: Consolidation of the program through stable revenues. Permanent staff position dedicated to the coordination of the program.</p>	<p>Restructure of presentation series; Continued intentional word-of-mouth reputational development; Audience building through community engagement activities.</p>
2021/22	<p>Maintain staffing levels, seek high satisfaction ratings from staff and artists. Continue to build depth within operations, without increasing scope. Continued Board Fundraising work - Board examines recruitment needs and goals. Deficit reduction goal: at 45% of 2018/19 fiscal year end amount.</p>	<p><u>Artist Support / Presentations / Share Dance</u>: building depth of artist services model - understanding the effects of the shifts that have been made.</p>	<p>Focus on Maintaining the new streamlined presentation season.</p>
2022/23	<p>As above, Deficit reduction goal: at 25% of 2018/19 fiscal year end amount.</p>	<p>Maintain, enrich programming.</p>	<p>Focus on new technologies and new, deeper bonds with community.</p>
2023/24	<p>As above, Deficit reduction goal: at 0% of 2018/19 fiscal year end amount.</p>	<p>Maintain, enrich programming.</p>	<p>Focus on new technologies and new, deeper bonds with community.</p>