

## STRATEGIC PLAN 2016-2020

*Dansehallerne is a crossroads where conventions are broken and resistance is pushed aside in favour of new adventures, thoughts and statements through the contemporary choreographic performative arts.*

*This is a challenging, demanding, stimulating and caring venue, a surprising environment where artistic projects are realised and communicated with new perspectives on society, politics and the human experience. Dansehallerne is a national resource for the development and presentation of dance and choreography and an international forum for performative arts.*

*The strategic plan of Dansehallerne puts a clear focus on long-term goals and an action plan to reach them. It is a steering document that manifests a common value foundation based on democracy, openness and critical thought. The plan is the point of departure for yearly plans of action for the various sectors of the institution.*

*The strategic plan is worked out by the executive committee in close collaboration with the staff and adopted by the board of Dansehallerne.*

**Dansehallerne defines *choreography***, as an open and inclusive structure that spans a wide array of disciplines, a field of knowledge that encompasses many different arts and practices, for instance dance, circus, performative visual arts and architecture.

Choreography as performative practices, operates across media and language boundaries; dialectically and discursively; altering, preserving, transforming. It offers tools for the production of movement, for the process and analysis of the state of art, of creating art; it envisages alternative forms and expressions, spatial as well as conceptual locations in dialogue with both tradition and the world of today - a proactive artistic dimension in society. Choreography offer tools for composition of movements in time and space and encompasses a wealth of linguistic expressions for action, thought, reflection and awareness.

**Dansehallerne defines *performative arts*** as art that communicates through performances and interaction with the audience in real time. This communication takes place in the setting of a traditional stage or in alternative venues, in digital formats, in site specifics, in repertory activities as well as in projects interacting with the audience. Artistic activities within the performative arts will be coupled with art pedagogical programmes, courses and workshops based on choreography, in seminars, salons and debates open to the public.

**Dansehallerne defines *audience*** broadly, including all age groups, social, ethnic, religious groups etc. The audience is seen as participating onlookers and listeners, who are often invited to be interactive in relation to a performance, a seminar, a workshop or some other creative process. We address also the general public, including those parts of the population that are not yet a part of our audience

# GOALS 2016-2020

***Dansehallerne* is a national platform and a leading institution for contemporary choreographic performative art in Europe**

***Dansehallerne* conducts profiled programming at a high international level, characterized by frontline competence within innovative forms of production and presentation, appealing to a wide and diverse public**

***Dansehallerne* is a creative and welcoming forum for the various professions within the contemporary choreographic performative arts and provide meeting places for everyone interested in experiencing choreographic practices, research processes and critical debate**

***Dansehallerne* conducts high-level professional training, courses, seminars and the research that strengthens the representativity of contemporary choreographic performative arts, innovation and societal progress**

***Dansehallerne* is an attractive work place with a culture based on respect, fair treatment, commitment and sharing within a well-defined organization with clear processes for decision-making, strong staff representation and good leadership**

***Dansehallerne* shall, through a visionary approach, strong networks and strategic work, further art and contribute to its representativity and integration in a dynamic, democratic and multi-cultural society**

# STRATEGIC PLAN 2016-2020

## ***Dansehallerne is a national platform and a leading institution for contemporary choreographic performative art in Europe***

Today's Europe is characterized by political turbulence, economic crisis and significant migration, but also plurality, strong cultural identities and wide opportunities presented by the welfare society. This constitutes the prerequisite for a redefinition and a shift of cultural foundations, communicative strategies and the role of art. Contemporary choreographic performative arts are characterized by new ways of organizing work and production, new ways of presenting and creating interactivity with its audiences. The institutions of performative arts are in a process of change. Dansehallerne will take the lead in this development process and work to put contemporary choreographic performative art in focus as a vital force and a component for cultural and societal progress.

In Dansehallerne we find room for artists working to change our perception of the world, of every day life and our way of living in it. The work is conducted in close dialogue with various professions and markets, always maintaining an international perspective. Dansehallerne strives to ease the work of artists and to help them make their works available for presentation and interaction with our multi-cultural audience in all age groups. Active audience participation will further openness and promote external contacts. Different fields of art and knowledge cooperate and stimulate progress through their diversity. A combination of performances, production processes, research projects, professional training and courses gives Dansehallerne a unique and attractive profile in Europe.

By initiating and participating in international projects and co-operations, our institution creates an exchange between professional artists, teachers, producers and curators, thereby contributing to the development of a creative environment for choreographic activity in Denmark. There is a dire need within dance and choreography for an international meeting point where knowledge and experience can be shared. Trailblazers pave the way for the whole art form. Dansehallerne is a national centre, a resource for all audiences of Denmark with respect to contemporary choreographic performative art. It is an important place for the public interaction with choreography and dance.

To achieve this goal during the period, we shall:

- Through our work contribute to a vision of contemporary performative art as a productive and innovative force in a societal context
- Conduct an active dialogue with politicians well placed to implement policies that would give Dansehallerne the means to work as a national hub, strengthen the role of art, raise audience participation and contribute to the ability of Danish artists to compete on an international market

- Conduct an active dialogue with regional representatives on work and financing to increase the activity of the institutions on the local level
- Take the initiative and leadership by creating faith in other avenues than stereotyped models.
- Strive for an expanded dialogue between art and the science community
- Strive to find the courage to believe that what we dream of is possible: that questioning, doubting and querying are meaningful activities in relation to progress
- Induce trans-disciplinary co-operations
- In various ways work for contemporary choreographic performative art to be regarded as a field of art significant to the cultural development of society

***Dansehallerne* conducts profiled programming at a high international level, characterized by frontline competence within innovative forms of production and presentation, appealing to a wide and diverse public**

Curiosity changes the world. The precondition for artistic work always starts with a will to look beyond what is already known. Creative processes take place in a context where the goal is not a given, where risk-taking is an important component and where the insight and knowledge achieved in the process often becomes the aim as much as the product/the work of art. This must be expressed and formulated both in words and action, which puts new demands on the audience, on knowledge about the artistic process, on methodologies and on means of communication. It is crucial to unite physical and mental presentation and reflection.

Dansehallerne establish forum for artistic and pedagogical discourse. Besides hosting invited guests, who can present their artistic processes and productions, Dansehallerne will make room for seminars, debates and events open for dialogue with a broad and multi-faceted public, with artists, researchers and others involved in the development of art, nationally and internationally. Dansehallerne take a leading position in the development of new formats for public events, interactive and creative activities for children and youth.

To achieve this goal during the period, we shall:

- Offer innovative performances, installations and other performative events on stage, as site specific and visiting work
- Offer choreographic activities for children and youth in collaboration with artists and pedagogues
- Arrange informal salons over current themes. These events may be for especially invited guests or open to the general public.
- Establish a series of seminars on the politics of art as well as debates about the philosophy of arts
- In connection with performances and other presentation formats, arrange special public thematic events, such as "artist talks", workshops or parties

- Develop an active contact with the audience in order to raise public awareness, knowledge and participation in the contemporary choreographic arts
- In various ways work for Dansehallerne as a venue for social meetings dedicated to the experience of contemporary choreographic art

***Dansehallerne is a creative and welcoming forum for the various professions within the contemporary choreographic performative arts and provide meeting places for everyone interested in experiencing choreographic practices, research processes and critical debate***

Today artistic endeavours are not just represented by the performance/the work/the product, but also by the discourse and various kinds of dialogue about motif, narration, politics and more.

By offering spaces for meetings between highly specialized artists and researchers, the artistic discourse is stimulated, methodologies and theories are presented and there is an increased understanding of the variety of aesthetics and work forms. This enhances the quality of choreographic activities and is therefore of direct benefit to the public.

Artists-in-residence are an important part of the development of new forms for artistic development and new fora for a dialogue with the outside world. Dansehallerne works to create conditions for various kinds of residences and integrate these into the sectors of the institution. Artistic research and explorative practices of interest to various interest groups, the general public, as well as industry and business, will present new insights in an international perspective.

To achieve this goal during the period, we shall:

- Enhance the position of Dansehallerne within contemporary choreographic performative arts through a close collaboration with the national and international fora that correspond to the sectors of the institution
- Provide premises for rehearsals, courses and daily practice
- Establish a series of seminars arranged as meetings between artists, critics and researchers
- Develop a system for residences
- Develop cooperation with the different national and international actors within education and research, who are important in fields significant for furthering the choreographic performative arts
- Seek cooperation and frontline competence within the world of technology, research and business
- Through innovative formats support the development of theory and critique that reflects choreography
- Cooperate with artistic research institutions and organizations in order to establish Dansehallerne as an international forum for the presentation of artistic research within dance and choreography

- Strengthen our national and international networks through more guest performances, visiting international artists and researchers, collaboration with institutions of performative arts, other art and research fora as well as the business world

***Dansehallerne* conducts high-level professional training through courses, seminars and the research that strengthens the representativity of contemporary choreographic performative arts, innovation and societal progress**

If culture is defined as the way we design our life as social beings, then art becomes essential as a means to understand one another. Through artistic expression we can gauge and influence the state of our culture. Contemporary art finds many ways to express itself in the multi-cultural society and to take a stand in political, ideological and cultural questions. Artists develop art and push it towards a broadening of the cultural norms and formal structures that are imposed by society. People who employ memories and life experiences bring our culture forward to multiply tracks left by the past and then creatively develop and transform them.

Today there are rapid changes taking place in the political and bureaucratic structures that manage artistic activities and economies. Bringing together artists, researchers and potent entrepreneurs in projects and courses is important for the formation of new organizational platforms and activities. In this work we cooperate with the professional milieu, with art fora and universities nationally and internationally, as well as the world of business and the cultural bureaucracy.

Today a successful artist needs more than just technical skills. Daily physical training is still vital for dancers and for example circus artists, to have a sustainable professional career. But you also need to be updated in everything from philosophy and artistic research methodologies, to production, marketing, distribution, leadership and various aspects on ethics. The ever more complex art market also demands an ability to argue and present your product. Dansehallerne should be an active forum for further the dialogue between different fields of art and knowledge.

To achieve this goal during the period, we shall:

- Create awareness of the opportunities offered for the progress of society presented by frontline activities within the performative arts
- Provide further education about contemporary performative arts for politicians and civil servants
- Provide special events for industry and business
- Develop new forms of daily training and course activities in concord with the professions

***Dansehallerne is an attractive work place with a culture based on respect, fair treatment, commitment and sharing within a well-defined organization with clear processes for decision-making, strong staff representation and good leadership***

All institutions, all workplaces, develop routines and habits that may turn either into good traditions or stultifying conventions. In a complex institution such as Dansehallerne there are substantial demands put on the staff. We will wrest with the conventions and show our faith in intuition, lust and curiosity as driving forces. To succeed we need time for imagination, dreaming, listening to the unspoken and looking beyond the obvious. Creativity is a trait useful for creating something new: a thought, a feeling, an action, an object or a product. This goes not just for artists, but all professions represented among the Dansehallerne staff. We have a staff with curiosity, with a will to take a challenge and to listen, with high ambitions and a view to art as a political means, which demands and supports the freedom of thought.

The Dansehallerne staff will be organized in teams to stimulate cooperation and the optimal use of personnel and economic resources. The focus of the organization is curating activities based on artistic progress and qualitative merit. Communication and information is a major responsibility, partly for the development of Dansehallerne as a forum for the profession, partly for the education and broadening of the audience and for communication with the public. Our staff must possess knowledge about, and respect for, what contemporary choreographic performative art represents nationally and internationally.

Dansehallerne nurtures a working climate open for discussion, commitment and sharing within the respective areas of knowledge. A healthy working environment must support this. The will to share experience and the ability to cooperate while maintaining a strong individual identity combine to make a good foundation for successful work.

Dansehallerne is financed with support from the City of Copenhagen and the Ministry of Culture under a four-year basic agreement. There are other sources of income, such as funds, project support from different communities, ticket sales, rent for studios, training facilities and stages. To make the institution as cost effective as possible, we shall cooperate with other national and international fora, organizations and other actors. A continued development, along the lines drawn up in this plan, will demand more resources, competent support functions and an offensive leadership in dialogue and cooperation with the outside world.

To achieve this goal during the period, we shall:

- Offer artists and staff the opportunity to use their creative abilities in relation to experiences, context, cause and effect
- Enhance the chances for staff to influence their work, for example through new meeting formats and representation within decision making bodies

- Develop the Internet site as a channel to follow current processes and discussions
- Motivate the state and the city to invest more in the institution
- Find tools to inform and commit outside actors to contribute economically to the further development of the institution and thereby also to the pedagogical activities and the artists being curated by Dansehallerne
- Gather knowledge about methods for financing and increase the level of external financial support

***Dansehallerne shall, through a visionary approach, strong networks and strategic work, further art and contribute to its representativity and integration in a dynamic, democratic and multi-cultural society***

Leading artists contribute to the development of art, to cross-disciplinary and cross-scientific collaboration and to the development of a deep insight into the politics of art, which will further cultural and artistic progress. Choreographic performative art demands specifically designed work premises and studios. Suitable premises are a condition for the institution and our most expensive “tool”. Dansehallerne should offer premises with access to new technology for staging artistic presentations, but also alternative, flexible solutions for conceptual performances and other formats. The premises are large in volume and contain specific equipment needed for artistic processes, staging technology, rigging and safety. The purpose-built and flexible premises are designed to support and enable novel forms of production and presentation, attract a wide part of the public to interaction with art, social gathering and the enjoyment of a good restaurant.

To achieve this goal during the period, we shall:

- Build new premises to satisfy the needs that exist within our growing institution. Both the professions and the audience must be integrated into this work
- During the building process, the strategic development work will be focused on activities that strengthen, in a representative way, the professions of the contemporary choreographic performative arts and their relation to the audience through “c/o projects“ in collaboration with other institutions and actors, residences, pedagogical work and site specifics
- Children and youths are born innovators and an important part of our audience. We shall invite them and others for brainstorming over different future scenarios to develop ideas that Dansehallerne can convert into activities
- Manifest the move to new premises and the new profile in a national and international re-launch
- Work for increased availability supported by a policy that takes a stance for the importance of the choreographic performative arts for the progress of culture and society