

# IONA CONTEMPORARY DANCE THEATRE

Founder and Artistic Director Cheryl Flaharty

## 5-Year Strategic Plan 2012 - 2017

### *Overarching Goal:*

We recognize the depth and vision of IONA's work that transcends dance to support larger causes that will connect the Company to new audiences, enhance artistic growth, broaden the reach of marketing efforts, and develop new sources of revenue.

A new generation of conscious consumers and communicators are emerging. Audiences, corporations, and donors are primed to align with entertainment that empowers, as it provides transformational, thought provoking messages.

It is IONA's intention to deliver original creations and prophetic performances that will continue to exceed audience expectations, and provide hope for humanity.

Through an investment in artistic programming, a focus on global marketing, and the development of new and existing sources of revenue, we plan celebrate IONA's 25th anniversary while paving the way for another 25 years as the pride and joy of Hawai'i and an ambassador to the world.



### *Mission*

IONA Contemporary Dance Theatre is dedicated to the creation and performance of innovative dance/theatre works that provide transformational imagery and messages.

### *Vision*

We see our work as a vehicle for spiritual evolution, and strive to awaken the consciousness of both the performer and the audience to recognize the oneness of humanity.

Through the merging of Eastern and Western sensitivities, we see IONA as a voice of contemporary Hawai'i, demonstrating to the world, our values of respect for nature and multiculturalism.

Though the aspects of beauty and creativity as rooted in the art of dance, we seek to encourage cultural reverence and world peace, environmental and animal protection, and the rise of the feminine spirit on the planet.

## Strategic Plan Goals:

### *Artistic Excellence*

- Enhance the Art of IONA
- Strengthen the Artists of IONA

### *Hawaii Community*

- Increase Statewide Audiences
- Establish a dance facility for IONA that interfaces with local and global communities

### *Global Reach*

- Bring IONA's work to new communities around the world
- Establish programs that increase global visibility for IONA

### *Marketing, Promotion, and Sales*

- Increase the promotion of IONA's vision, products, and services
- Enhance the IONA brand and institutional marketing
- Strengthen Marketing Sales Tools and Systems

### *Support Systems*

- Increase Contributed Income
- Increase Earned Revenue
- Develop the Board of Directors
- Enhance Administrative Staff
- Strengthen Administrative and Fiscal Systems



## Plan Highlights:

### *Artistic Excellence*

This 5-year plan is woven with projects that support the creation of new works and the development of a strong core of dancers who are the body of IONA. In celebration of the Company's 25th anniversary, IONA will present a new evening-length work in 2015. 'Of Like Mind' (working title) is an introspective work assimilating instinctive group consciousness among animals with technological communication between people. 'Of Like Mind' draws inspiration from the concept of Mandlovu, an African Ndebele word for elephant and also the name for the Great Mother. Mandlovu describes elephant consciousness – the spiritual group mind that arises spontaneously from the individual intelligences of all its members. Flaharty connects this subliminal communication shared by elephants, whales, and dolphins with the streaming consciousness facilitated by today's technology through the world wide web.

### *Global Reach*

We will take our work to new audiences around the globe, touching more hearts and working toward our vision of conscious evolution. Our partnerships with new communities, lands, and cultures, will inspire the creation of new dances. We look to meet the economic challenge of touring in creative new ways from partnerships with sister cities and dance companies to launching our Sacred Sites project.



A 25+ year concept of Artistic Director, Cheryl Flaharty, our Sacred Sites Project explores how the Earth's energy affects the human body and soul. As IONA's work is rooted in energy and present moment improvisation, the dancers become channels for Earth energy at sacred sites around the world, culminating in a feature length documentary film. The project aspires to be supported by a donor travel program that brings IONA's top supporters to the sites with the Company.

### *Hawaii Community*

Over the next five years, we will increase local visibility, provide more opportunities for our work to be performed, and foster links with new communities throughout the state. Strategic audience development partnerships will be launched with hula halau, green organizations, churches, and military audiences. Our Halua partnerships will introduce IONA to the Hawaiian community through the recognition that we share the same values of nature-inspired dance and spirituality. The project includes a talk story with the dancers and supports the sacred sites project of identifying how nature influences body and soul.

The five-year plan will culminate with the opening of IONA's Movement Arts Center of the Pacific, a multi-studio dance facility that will house the Company and their performances while providing classes for children and adults.

### *Marketing, Promotion, and Sales*

An intense focus on marketing IONA locally and globally through the world wide web will ensure successful realization of this plan. Projects are steered by the recent re-launching of IONA's web site – positioning IONA in the global marketplace and attracting Creative Services clients. For the Company's 23rd Season, IONA premiered their E Season with the presentation of their popular 2007 production, 'The Living Tarot' as a virtual theatre on the world wide web. IONA will take advantage of social media and the internet as a means to present their work, promote the Company, and build audiences.

Deepening the spiritual aspect of IONA's work through the presentation of workshops to communities in Hawaii and abroad, ties in with the authoring of a book on the philosophy of the work. Other branding projects include, gallery shows of costumes and photos, and a documentary film. We will also be putting IONA Artistic Director Cheryl Flaharty into prominent view, soliciting her to film makers, Cirque du Soleil, favorite musicians, and agents to gain new artistic opportunities, support revenue development, and promote IONA globally.





## *Contributed Income Development*

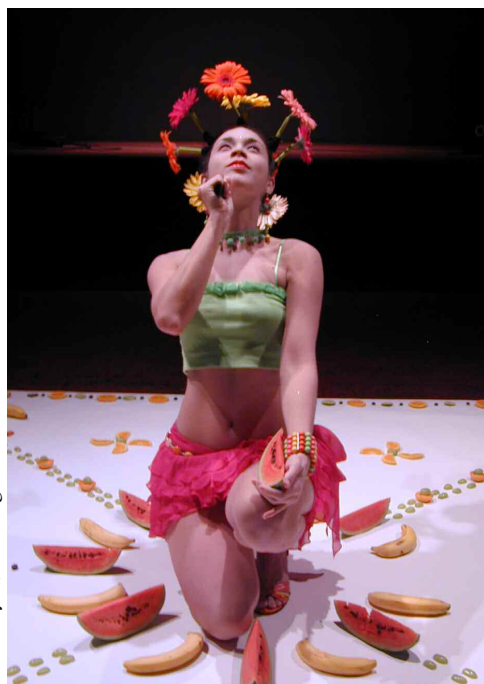
Initial funding of this plan will commence with a STAR DONOR CIRCLE - a hui of IONA's top donors who support IONA's 5 Year Strategic Plan through a wide range of Challenge Grants and Special Funds Campaigns. Donor benefits include stars on the doorstep of IONA's new facility. We will also increase attendance and net at our annual fund raising event through partnerships, board development, and increased marketing.

We will develop new foundation and corporate support for IONA through programs and grants aligning IONA's vision with wholistic and green organizations. We will also reach out to our local government for support - recognizing IONA's potential global impact as a beacon of Hawaiian ideals.

## *Earned Revenue Development*

One of IONA's fastest growing revenue streams is our Creative Services largely fueled by the incentive travel industry. Throughout the five year plan, IONA will focus on the development of new products and services specifically for this market. The development of new characters like floating pool minglers and living fountains have already brought considerable new bookings.

More performances annually and longer show runs, coupled with reduced production expenses will increase IONA's Annual Season revenue. Our new facility will enhance revenue through rentals, classes, a cafe, and boutique, as well as curb production costs of theater and rehearsal space rental.



Photos by Harry Kasanow, Darren Miller, Mike Pryor, and Sergio Goes

## *Systems Management*

Revenue gained through increased contributed income, board development, and increased earned income will support staff development and fiscal stability. During the five-year period the Board will oversee the development of cash flow and budgeting systems to ensure that projects are kept on track, on time, and in alignment with IONA's Mission and Vision.

IONA is ripe and ready to flood local and international marketplaces with strategic initiatives designed to support the Company's financial stability while evoking a positive change on the planet. There has never been a better time to generate interest for IONA and deliver our universal message.

Contributions in support of IONA can be made payable to Nova Arts Foundation, a 501C-3 Non-Profit Organization.

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