Technique - Dedicated to the pure art form of dance, each instructor is a highly-trained dance professional who honors the integrity, tradition and discipline of the dance.

Creativity - Specializing in modern dance, we encourage and inspire the creative identity of each dancer. The title of “dancer” is the common bond that unites City in Motion.

Diversity - Striving to reach our entire community, we work to gain students and audiences--transcending all ages--who represent the diverse cross-section of the Kansas City area.

Culture - Promoting an environment/climate of non-competition furthers our Mission of dance for everyBODY.

Wellness - Believing that dance is for everyBODY, dance provides health benefits to both the mind and body resulting in the increased confidence and well being of the dancer.

Partnerships - Existing within a vibrant artistic community, we flourish in concert with external stakeholders and partners. We strive to bring our vision into the Metro via arts outreach, collaboration and education.

Foster the development of high-quality contemporary dance programming and expand the dance audience in the Kansas City metropolitan region.

City in Motion Dance Theater envisions a world of dance for everyBODY.
Strategic planning can be pretty confusing, so it’s good to think of strategy as a kind of map. Not the Google Map on your smart phone, which shows a specific route, arrival time and destination. Think of a strategic plan more like a metropolitan map. A metro map will show three or four different ways to get somewhere; each road on offering varying degrees of speed, safety and reliability. In this same way, a strategic plan provides a broad and compelling possibility of the future, while generating focus across our team. Strategic Scholar and author Colin S. Gray describes strategy as:

“… a system that enables functional cooperation among categorically distinctive behaviours in the interest of advancing some common purpose. Strategy only has value when it serves a bridge between purpose and action.”

(Gray, Strategy & History, 2006).

This strategic plan will guide City in Motion over the next three years. It is the thoughtful collaboration of our board of directors, artistic directors plus many of our teachers, students and volunteers. It has basic elements you might have seen in other strategic plans (Ends, Ways, Means and Risks) plus a few overarching approaches to a brighter future. In the next few pages, you won’t see specific dates, concise financials, detailed benchmarks or precise performance indicators. Instead, we hope you will see a few broad but empowering notions that will carry City in Motion to a future with greater prosperity and stronger community impact.

“You can’t really know where you are going until you know where you have been.”

Maya Angelou
CURRENT STATE

In spite of the COVID-19 pandemic, City in Motion has not lost sight of its mission “to deliver high-quality contemporary dance programming to the heart of Kansas City. The pandemic, however, has impacted every aspect of this organization, from performances to student enrollments, to fundraising and outreach events. This is the state of City in Motion’s major programs at the start of 2021:

• **Annual Performance Series**
  Our three signature performances (Dance in the Park, Modern Night at the Folly, and the Spring Company Concert) have been put on hold until city wide pandemic restrictions ease up. All planning tools are safely archived and performance planning committees are ready for when we can guarantee a safer performance environment.

• **School of Dance**
  Given COVID restrictions, 100% of our classes are on the virtual conferencing platform Zoom. Reduced enrollment revenue has forced us to wrap up our 2020 lease at the Plexpod Westport Commons and put all real property into storage. Given the limitations of virtual dance classes, we’ve had roughly 70% loss in enrollment overall and a 60% drop in youth enrollment. In spite of these downward numbers, we have developed some creative initiatives and best practices to keep dance alive. We remain connected to our families for a future when the city mandate eases up and face-to-face lessons can resume.

• **Funding**
  Prior to the pandemic, our funding model relied heavily on school enrollments plus 13 annually recurring grants that ranged from $1,000 to $9,000. Since the pandemic, four of our legacy grants have dried up to the loss of over $28,000. Since March 2020, we’ve also been unable to host face-to-face fundraisers (e.g. Hamburger Mary’s, Wine and Chocolate, etc.). With COVID restrictions, fundraising has shifted to online venues such as Facebook, Giving Tuesdays, merchandise sales and T-Shirt sales.

• **Community Outreach**
  Our fledgling outreach program was off to a great start in early 2020, impacting lives and making a marked presence in Kansas City’s “East of Troost” zone. At the height of spring 2020, we touched 197 Kansas Citians, over 60% of which were minority. Since then, the second COVID wave (fall 2020) hit and outreach has been reduced to sporadic, piecemeal opportunities.

• **Branding (Mission, Vision, Values, Logo)**
  We continue to promote a strong, well-known brand through multiple methods including webpage, Instagram, Facebook, twitter, Mail Chimp, quarterly newsletter and community outreach reports.
We find ourselves at a unique moment in City in Motion’s history that requires thoughtful reflection and consideration of our efforts in the next three years. Our 36 years of dance heritage keep us deeply rooted in the Kansas City metro area. In that time we have grown upward and outward. We are in many ways like a tall tree in the city. The dance we provide is much like beautiful leaves, blossoms and shade that everyone can appreciate. With ideal soil conditions, nutrients, the right amount of water and future days of light and warmth, we see great growth potential. City in Motion is that tree in the heart of Kansas City. She requires love, nurturing, pruning and attention to grow, branch upward and be the best possible version of herself.
SWOT ANALYSIS

Strategic plans typically use an “analytical framework” or variables to look at the environment in the current state and future state. The one used mostly in commercial, federal and nonprofit organizations is SWOT.

S.W.O.T. (Strengths, Weaknesses, Opportunities, and Threats)

Strengths that will move us to a desired future state: City in Motion sees itself! We draw inspiration from our 36-year legacy in Kansas City and encouraging pre-COVID statistics that show great potential. We have cultivated a loyal fan base through our brand, network, and visibility within the city's artistic community. There is also talent, dedication and passion throughout our school, artistic directors, board, teachers, choreographers, and volunteers. Prior to COVID, we offered a unique class curriculum for children and adults, a performance series, and outreach efforts: with some focused effort, we believe we can return to this level of excellence when restrictions ease up.

Weaknesses that could impact our desired future state: Overall funding has seen a reduction by almost 40% in the last nine months. City in Motion’s funding model leaves us vulnerable whenever school enrollment drops, forcing us to cut corners and trim expenses. Pandemic restrictions have also left our team dispersed and disconnected, ultimately slowing momentum.

Opportunities in the Greater Kansas City Area: As of December 2020, the House and Senate have passed the “Consolidation and Appropriations Bill” which earmarks $167.5 Million for the Arts. Hopefully, the nonprofit community in Kansas will get to see some of this money. In order to diversify our funding and audience, we must work to find appropriate collaborations. We are eager to expand our audience by partnering with relevant non-profits and arts organizations in our region.

Threats to City in Motion prosperity: COVID-19 had dramatically reduced vital funding sources. The Brookings Institute estimates a loss of 2.7 million (performing arts) jobs due to COVID-19 (brookings.edu). America for the Arts (501c3), states that Kansas City’s arts and cultural sector lost over $15 million in revenue with a 95% event cancellation rate. (americansforthearts.org).
FUTURE STATE

In the year 2024

City in Motion Dance Theater, Inc will lead in an environment where “Dance is for everyBODY.” Drawing from our deep KC roots, we will branch out and blossom in the metro area performing arts world. From our facilities in the Plexpod Westport Commons, City in Motion will operate a world class dance performing arts campus that honors Kansas City’s unique heritage and our moment in history. These are just a few of the signature milestones we can expect from our 2024 program:

• The centerpiece of our 2024 funding model will be corporate sponsorships from companies headquartered across the greater Kansas City area. Our strategic partnerships will have a measurable impact on delivering healthy dance to our community.

• City in Motion’s Performance Company will be larger, comprised of full-time dancers as well as part-time ensemble dancers, possessing a greater degree of performance flexibility. This company will be the ambassadors to City in Motion and serve as mentors/model for our Youth Dance Theater.

• The School of Dance will be regionally known, offering a rich variety of accessible and compelling dance instruction that honors traditional technique plus a rich variety of local, national and global dance styles.

• The City in Motion Performance Series will be the epitome of “high-quality dance programming”. We will thrive through KC place-based venues and strategic partnerships, ultimately closing the gap between a broad metro audience and our professional dancers, choreographers and directors.

• City in Motion’s Community Outreach Program will be the example of nonprofit outreach in the metro area. Our program will be the glue that touches and unifies all aspects of this organization, be it school, fundraising, performances or the professional company.

• Every aspect of City in Motion, from its audiences, students, volunteers, teachers, directors to board members will be a strong reflection of Kansas City’s evolving diversity and rich cultural heritage.
Growth upward and outward: Our Strategic Approaches.

“Whatever the balance you strike, there’ll be a link between what’s real and what’s imagined: between your current location and your intended destination. You won’t have a strategy until you’ve connected these dots....”

John Gaddis, On Grand Strategy, 2018

The three approaches outlined below help to “grow” City in Motion from its current state to our desired future state. They are the main components to our long-range strategic plan. They are intended to overlap and mutually support each other to get the best results. At any City in Motion event we should see a well-thought-out blend of these three approaches:

1. Community Outreach:

The purpose of this strategic approach is to carry City in Motion’s fledgling dance outreach program (currently reactive, sporadic and piece-meal) to a seasoned, model example of community outreach. The goal of our strategy is to bring the healthy aspects of dance to Kansas Citians that face financial, social, cultural, intergenerational and geographical barriers. In this approach, we envision a dedicated outreach budget that grows up to $2,500 by the end of 2023. Over the next three years we expect community outreach occurrences to increase from a quarterly to monthly basis, ultimately bringing local and regional recognition to City in Motion’s community engagement program. To achieve this, we draw inspiration from these supporting lines of efforts:

- Tell our story better: Use the whole of City in Motion’s directors, board members and volunteers to capture the good work ‘being done’ and generate a timely, concise and compelling community outreach story.

- Continue collaboration with existing Kansas City outreach partners and venues (KC Hope House, G.Y.R.L Community Garden, LEARN Home Education Network, Jackson County Courts, school dance scholarships, etc.)

- Pursue innovative and expedient funding sources dedicated solely to dance outreach (Fundraisers, grants, gifts and donations)

- Reduce stereotypes to expand access and increase diversity

- Develop new Kansas City outreach partners (YMCA, Boys and Girls Club of KC, etc.) that will help us broaden efforts to engage our targeted beneficiaries.

- Foster cross-collaboration with other expressions of art (Bold Poets)

- Align themes and efforts (when optimal) of existing City in Motion performances, fundraisers and outreaches with Kansas City’s annual cultural and diversity life-cycle (e.g. Ethnic Festival or Black History Month)

*See Enclosure B for the Community Outreach diagram
2. Corporate Sponsorships:

This approach unburdens us of the demands of small-scale fundraising, allowing us to redirect organizational energy towards our purpose, mission and vision. It will transition City in Motion from a funding model centric on school enrollments, local grants, and private donations to more robust, corporate sponsorships from Kansas City businesses and corporations. The theme within this approach is “Sponsorship 2.0” where we will put forth a concerted and professional “ask” to private sector organizations seeking to ‘give back’ to Kansas City performance arts. Through this approach, we envision a fully-sponsored performance event by fall of 2021. We foresee a future where corporate sponsorships form 20% of our budget by 2022 and 33% by the year 2023. To achieve success, we are guided by these supporting lines of effort:

- **Tell our story better**: Use the whole of City in Motion’s directors, board members and volunteers to create a timely, concise and compelling corporate presentation pitch deck before the summer of 2021

- **Lay out**: Thoughtful approaches to targeting Kansas City corporate headquarters with tailored, personalized “asks” towards sponsoring performances, dance company, studios, scholarships and community outreach.

- **Gain**: Active board members, students and volunteers from those companies that provide large corporate sponsorships.

- **Maintain**: Relationships and incentives with current and potential donors and contributors

- **Sustain**: Stay present and current within Kansas City’s routine networking events and forums.

*To see a logic diagram for the Corporate Sponsorship Strategic Approach, go to Enclosure C of this strategic plan.

3. City in Motion School of Dance:

This strategic approach delivers on City in Motion’s mission of “expanding the dance audience in the KC metro area”, while promoting health, wellness and creativity through dance. This strategic approach grows the school of dance so that it is more accessible to a broader, diverse Kansas City audience and is recognized by the metropolitan school districts as a leader in dance education. Over the next three years we will maintain successful legacy practices while adopting emerging virtual best practices to reach both existing and untapped audiences. By the end of 2021, we will be operating (both face-to-face and virtual) out of studios A and B in the Plexpod Westport commons.
By this same time, we also expect to provide daytime studio classes and outreach dance experiences. In December of 2022, school enrollment will increase by 15% and teacher’s pay will incrementally grow so that by the end of 2023, our instructors are making $35 an hour. We also hope to expand our fundraising capacity, enabling us to pay up to 75% of our Plexpod lease by Winter of 2023 and fund all teacher and director pay raises. To get us to the School of Dance of 2024, we will cultivate these supporting lines of effort:

- **An active celebration City in Motion’s niche:** Accessible dance for all walks of life in all seasons of life. We will incentivize the quality of dance with targeted and competitive pay raises for teachers and school director without sacrificing affordable and accessible dance.

- **New Normal:** Return to an annual school calendar of five, 8-week sessions (35+ classes each) that cater to all Kansas Citians.

- **Produce:** Two student showcases a year, starting in 2022. These smaller performances are a culmination of successful dance education, boosting self-confidence and pride as a dancer. These showcases will also be an opportunity for fundraising and recruiting future students, audiences, donors, board members and volunteers.

- **Funding:** Establish a successful annual fundraiser for the School of Dance. This will be a Dance-A-Thon which showcases faculty talent and our variety of dance styles in a fun, free-style atmosphere. This will include collaboration with local community “Art-ners”, mini performances, dance workshops, and games to name a few.

*To see a logic diagram for the School of Dance strategic approach go to Enclosure D of this strategic plan.*
RISK GOVERNANCE

Every undertaking involves a degree of risk and that includes the three strategic approaches above. When we identify City in Motion’s risks, we must consider: What are the chances of failure? What adverse consequences or second and third order effects could arise from following our strategic plan? Risks are a necessary evil that require identification, management and governance. David O. Renz, Director for Midwest Center for Nonprofit Leadership puts risk inevitability this way:

“Sometimes the risks are appropriate and must be taken, but it’s still important to understand you’re taking them and assess the consequences and how best to address them.”

These are the **big risks** (with mitigation strategies) we foresee on our journey these next 36 months:

<table>
<thead>
<tr>
<th>Risk</th>
<th>Mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Insufficient return on investment: Miscalculation of venues, performances or outreaches that make us expend precious resources without delivering on our mission or gaining exposure and patronage.</td>
<td>- Stronger board/AD <strong>consultation</strong> during short and long-term planning</td>
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<tr>
<td></td>
<td>- <strong>Use our brand</strong> as a “lens” before committing to a calendar event.</td>
</tr>
<tr>
<td>Making the wrong sponsorship “ask”: Failing to gage potential donor’s giving ability and/or commitment.</td>
<td>- <strong>Cultivate relationships</strong> and understanding of our sponsors, donors and contributors.</td>
</tr>
<tr>
<td></td>
<td>- Routinely ‘check-in’ with the sponsorship committee to ensure messaging is on track.</td>
</tr>
<tr>
<td>Attrition due to fatigue: Losing team members to a steady state of planning, preparation, execution and assessment.</td>
<td>- <strong>Communicate</strong> our successes and challenges. Allow for the human dimension.</td>
</tr>
<tr>
<td></td>
<td>- Fairly <strong>spread the leadership</strong>, artistic vision and work load.</td>
</tr>
<tr>
<td></td>
<td>- <strong>Manage talent</strong> across the team; bring fresh talented leaders on board to help shoulder responsibility.</td>
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<tr>
<td></td>
<td>- Build breaks into the <strong>calendar</strong>.</td>
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</tbody>
</table>
Strategic plans don’t have all the answers. Instead, they lend purpose, inspiration and direction to our collaborative efforts. Frequently, we should pull out our three ‘strategic approaches’ to ensure that this incredible organization grows in the right direction. The aspirations of this strategic plan aren’t “set in concrete”, rather, this is a living document that needs to adjust with our changing environment (it’s what a tree would do through the seasons). This document is not just for board members and artistic directors. Every teacher, dancer, volunteer, family member and patron of City in Motion should have access and welcome input into our strategic plan. With this shared vision, purpose and passion, we can continue to live in a Kansas City future where “dance is for every-BODY”.

Enclosures:
Encl A: Three Year Benchmarks
Encl B: Community Outreach Strategic Approach
Encl C: Corporate Sponsorship Strategic Approach
Encl D: School of Dance Strategic Approach

Sources:
Freedman, Lawrence, Strategy, A History, 2013
Gaddis, John On Strategy, Penguin Press, 2018
Gray, Colin S. Strategy and History: Essays on Theory and Practice, 2006
Army Training Publication (ATP) 5-0.1, Army Design Methodology, July 2015

Contributors:
Tracie Jensen, Artistic Co-Director
Joanna Des Marteau, Artistic Co-Director
Joe Hall, President
Jesus Torres-Sosa, Vice-President
Lillian Francis, Treasurer
Lydia Knopp, Secretary
Sierra Laing, Director of Marketing
Rashawn Caruthers, Director of Community Outreach
Jake Swaney, Director of Volunteer Management
Kelsey Vetter, Senior Grant Writer
Mary Anne Ellison, Board Member
Taryn Todd, Board Member
Andrea Skowronek, Senior Mentor
Enclosure A: Three Year Benchmarks

City in Motion

3 YEAR BENCHMARKS

2021
- June: Return to in-person classes

2022
- DITP 2021 Fully Sponsored
- $500 Outreach Budget
- August: In-person company rehearsals
- June: Annual Board meeting at Plexpod

2023
- Teacher Pay raise ($30/hour)
- 15% increase in school enrollment
- 20% of budget is Corporate Sponsorships
- $1000 Outreach Budget
- July: Annual Board meeting at Plexpod

2024
- 10% of the Board is from Corporate Sponsors
- School Director Pay raise (15%)
- Corporate Sponsors are 5% of our Board
- June: Renew Plexpod Lease/Pay 60%
- July: Annual Board meeting at Plexpod
- $2500 Outreach Budget
- June: Pay 75% Lease
Enclosure B: Community Outreach Strategic Approach

**Strategic Approach 1: Community Outreach**

2021

- **Winter**: Fringe
- **Spring**: Fundraiser
- **Summer**: SCENE West
- **Fall**: FallFest
- **Holiday**: Showcase

**Goal:**
- Quarterly Event
- $500 Budget

2022

- **Winter**: Modern Nite
- **Spring**: Spring Concert
- **Summer**: Fringe
- **Fall**: FallFest
- **Holiday**: SCENE West

**Goal:**
- Monthly Event
- $1000 Budget
- Media Recognition

2023

- **Winter**: Modern Nite
- **Spring**: Spring Concert
- **Summer**: Fringe
- **Fall**: FallFest
- **Holiday**: Fundraiser

**Goal:**
- $2500 Budget
- Outreach Recognition

**MEANS:**
- School Sessions
- Performances
- Fundraisers
- Outreach Events
- Committees
- Decisions

**Theme:**
- Collaboration
- Wellness
- Inclusiveness

**RISKS:**
- Not reaching beneficiary

As of: 27 May 2021
Enclosure C: Corporate Sponsorship Strategic Approach

Strategic Approach 2: Corporate Sponsorships

As of: 27 May 2021

Goal:
- Complete fundraising pitch deck
- Identify ask for each company
- DITP FULLY SPONSORED

2021
- Winter: DITP
- Spring: Fringe
- Summer: Event
- Fall: FallFest
- Holiday: Fundraiser

2022
- Winter: Modern Nite
- Spring: Spring Concert
- Summer: Fringe

2023
- Winter: DITP
- Spring: Modern Nite
- Summer: Spring Concert
- Fall: Fringe

Corporate Sponsorship Ask
Continue to refine corporate sponsorship

MEANS:
- School Sessions
- Performances
- Fund Raisers
- Outreach Events
- Committees
- Decisions

Themes:
- Sponsorship 2.0
- Making Motion Happen

RISKS:
- Asking for the wrong thing
- Rejection - Widen the net
- Too small to ask large companies
Enclosure D: School of Dance Strategic Approach

Strategic Approach 3: School of Dance

2021
- DITP
- Fall Fest
- Fundraiser
- School Attire

Goal:
- 2 x Plexpod Studios
- Daytime Studio classes/outreach

2022
- Modern Nite
- Spring Concert
- Youth Showcase
- Adult Showcase

Goal:
- 15% enrollment increase
- School Fundraiser
- Teacher Pay raise ($30/hr)

2023
- Modern Nite
- Spring Concert
- Youth Showcase
- Adult Showcase

Goal:
- Teacher Pay raise ($35/hr)
- Pay 75% of the Plexpod lease
- School Director gets 15% raise

MEANS:
- School Sessions
- Performances
- Fund Raisers
- Outreach Events
- Committees
- Decisions

Theme: Fruitful Tree

RISKS:
- Loss of Students
- Loss of Teachers
- Loss of Space
- Loss of Capital

As of: 27 May 2021