

The Next Act

National Arts Centre

2020-2023 Strategic Plan



JOSÉE BOURGEOIS
© TRACEY LYNNE PHOTOGRAPHY



Canada is our stage.

The National Arts Centre (NAC) is Canada's bilingual, multi-disciplinary home for the performing arts. The NAC presents, creates, produces, and co-produces performing arts programming in various streams—the NAC Orchestra, Dance, English Theatre, French Theatre, Indigenous Theatre, and Popular Music and Variety—and nurtures the next generation of audiences and artists from across Canada. The NAC is located in the National Capital Region on the unceded territory of the Algonquin Anishinabeg Nation.

Mandate: As a Crown Corporation, the Board of Trustees of the National Arts Centre reports to Parliament through the Minister of Canadian Heritage. The NAC is governed by the *National Arts Centre Act*, which defines its mandate as follows: to operate and maintain the Centre; to develop the performing arts in the National Capital Region; and to assist the Canada Council for the Arts in the development of the performing arts elsewhere in Canada.

The strategic plan was approved by the NAC Board of Trustees:

Adrian Burns, Chair; Éric Fournier, Vice-Chair; Angela Birdsell; Susan Glass; Sanjay Shahani; Louise Sicuro; Tracee Smith; Jim Watson, ex-officio, Mayor of Ottawa; Maxime Pednaud-Jobin, ex-officio, Mayor of Gatineau.

Canada is our stage.

Embracing Change

A message from Christopher Deacon,
President and CEO



The National Arts Centre is a home for
Canada's performing artists and their
audiences. It's a gathering. It's an idea.
It's a dynamic process.

The NAC supports artists, gives them a stage,
and connects audiences with their work.
Engagement in the performing arts is both an
emotional and a social experience. When big
changes happen in our society, in the larger
world, they are reflected and expressed on
our stages. Artists tell the stories of change.
Audiences are drawn to experience that change
through characters in theatre and stories told
through dance and music. The stage invites us
to see the world a different way.





» In 2020, change is again reshaping our society and our world. We are all called to see and imagine the world in different ways.

The disruption and harm that COVID-19 has brought to our communities threatens the performing arts in unique ways. Gatherings and social experiences now pose challenges to health and safety. Many artists and arts organizations face an uncertain future.

We are witnessing a collective call to action to address systemic racism within our institutions faced by Indigenous, Black and People of Colour (IBPoC), as individuals and as communities. We must act to make our stages and spaces more diverse, accessible, equitable and inclusive.





At the NAC, we see an opportunity
for profound change.

**We imagine a vibrant, renewed
performing arts ecosystem
that includes a wider spectrum
of stories, cultures and artists.
Voices and perspectives that
have previously been excluded.**

We imagine greater access and opportunities
for engagement with the performing arts for all.

We imagine a strong, adaptable sector that
embraces innovation and builds capacity to
foster the next generation of performing artists,
audiences and cultural leaders.

With this plan, we commit to leading and
supporting the growth of a renewed performing
arts sector—not a resurrection of the old, but
instead a transformation into something new.



DANCERS OF DAMELAHAMID'S *M/NOWIN*
PHOTO BY ANNA SPRINGATE-FLOCH / BANFF CENTRE

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What We Do

Engaging people in the performing arts is our passion.

Artists tell stories that inspire and move us. We bring to light those powerful stories and make space for diversity of voices and perspectives on the national stage. Through the experience of the performing arts, we strive to inspire, challenge and entertain, and to create opportunities for dialogue and understanding that remind us of our shared humanity.

Vision 2020–2023

**Over the next three years, the
NAC will lead and support
the renewal of the Canadian
performing arts sector.**

Through collaboration and investment in creation, production, co-production, and dissemination, along with a heightened focus on community engagement, learning, and innovation, the NAC will shape a more diverse, equitable, and inclusive future for the performing arts in Canada.

ANGÉLIQUE
JENNY BRIZARD
A BLACK THEATRE WORKSHOP/TABLEAU D'HÔTE THEATRE CO-PRODUCTION
PHOTO/DESIGN © SONIA BAZAR / PHILIP MALIZIA

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TODDLER TUESDAY © AARON BIHARI



GYROKINESIS® CLASS LEAD BY INSTRUCTOR LIZ WINKELAAR IN THE PETER HERRNDORF PLACE
© JENNIFER PAYETTE

Values

Inclusion: We work to identify and dismantle racist structures within our institution. We commit to diversity, equity, accessibility and inclusion, and to creating a welcoming and respectful space for everyone at the NAC.

Creativity: We invest in and support artistically ambitious work, and play a multiplier role for Canadian creation in the performing arts.

Generosity: We are generous with each other, with artists, our partners, and our audiences.

Sustainability: We pledge to activate the role of the performing arts to ensure a sustainable future.

Engagement: We strive to create outstanding experiences for artists, audiences, and communities that connect and inspire.

Support Renewal
Through Dynamic
Artistic Leadership

Build Community
Through Expanded
Engagement

2020-2023
Strategic
Pillars

Foster Long-Term
Resiliency Through
Learning and Innovation

Maximize Impact
Through Operational
Sustainability

» Support Renewal Through

Dynamic Artistic Leadership

Key Priorities:

Amplify historically excluded voices on the national stage.

Continue to develop NAC Indigenous Theatre, showcasing Indigenous stories, and promoting the work of Indigenous artists.

Diversify the artists and organizations that the NAC works with to create, produce, co-produce, and disseminate artistic work.



THE UNNATURAL AND ACCIDENTAL WOMEN
MONIQUE MOJICA © JUSTIN TANG
SET, PROPS AND PROJECTIONS: ANDY MORO
COSTUMES: SAGE PAUL
LIGHTING: JEFF HARRISON
NAC INDIGENOUS THEATRE/NAC ENGLISH THEATRE CO-PRODUCTION



» Build Community Through Expanded Engagement

Key Priorities:

Work collaboratively to strengthen relationships with historically excluded communities.

Enhance the NAC's national reach through expanded digital engagement.

Increase programming opportunities for youth and families.

Deepen our understanding of audiences to inform best practices in visitor experience, digital engagement, accessibility and inclusion.

» Foster Long-Term Resiliency Through Learning & Innovation

Key Priorities:

Expand educational programming and online learning opportunities for students and teachers.

Create new opportunities for skills development in the performing arts and the advancement of IBPoC arts professionals.

Build collaborative partnerships to support research on the impact of the performing arts.





» Maximize Impact Through Operational Sustainability

Key Priorities:

- Ensure the health and safety of employees, artists and audiences at the NAC.
- Foster an equitable work culture that increases access to opportunities to join and grow within the NAC.
- Respond to the financial impacts of the pandemic through prudent financial management and diversified revenue strategies.
- Modernize digital infrastructure to drive organizational efficiency and support governance.
- Lead change in the performing arts sector by championing environmentally sustainable practices.

Canada is our stage.
Join us for The Next Act.





**NATIONAL ARTS CENTRE
CENTRE NATIONAL DES ARTS**

Canada is our stage. Le Canada en scène.

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