

## Udviklingsaftale

Slots- og Kulturstyrelsen

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24. januar 2022

## Udviklingsaftale for Fredericia Musicalteater for perioden 1. januar 2021 – 31. december 2024

### Indholdsfortegnelse

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### 1. Aftalens formål og grundlag

Denne 4-årige udviklingsaftale er indgået mellem Fredericia Musicalteater, Fredericia Kommune og Slots- og Kulturstyrelsen (på vegne af Kulturministeriet) for perioden 1. januar 2021 til 31. december 2024.

Fredericia Musicalteater er en selvejende institution, der modtager driftstilskud fra Fredericia Kommune og udviklingstilskud fra Kulturministeriet. Tilskuddet er bevilget som et fireårigt generelt udviklingstilskud. Tilskuddet anvendes til drift af Fredericia Musicalteater i en udviklingsperiode og anvendelsen af tilskuddet samt budgettering, tilsyn og regnskabsaflæggelse skal følge reglerne i driftstilskudsloven. Der kan findes yderligere oplysninger om Fredericia Musicalteater på [www.fredericiamusicalteater.dk/](http://www.fredericiamusicalteater.dk/)

Udviklingsaftalen er ikke en kontrakt i almindelig juridisk forstand. Aftalen har hjemmel i § 9 i lov nr. 1531 af 21. december 2010 om økonomiske og admini-

strative forhold for modtagere af driftstilskud fra Kulturministeriet ("driftstilskudsloven"), samt i medfør af 'Aftale om udviklingstilskud til Fredericia Musicalteater med sigte på § 5-status' af 12. februar 2021.

Formålet med udviklingsaftalen er at tilvejebringe et langsigtet og aftalt grundlag for Fredericia Musicalteaters strategi og økonomi, der hviler på det lovgrundlag og de politiske og økonomiske forudsætninger, der eksisterer på tidspunktet for aftalens indgåelse. Målene i aftalen er udtryk for enighed om den ønskede udvikling af Fredericia Musicalteater og resultaterne af teatrets virksomhed i aftaleperioden.

Statens tilskud til Fredericia Musicalteater ydes med hjemmel i de årlige finanslove, jf. finanslovens § 21.23.55.20. Udviklingstilskuddet til Fredericia Musicalteater ydes i perioden 1. januar 2021 til 31. december 2024 med henblik på, at teatret gennem sit virke kan forsøge kvalificere sig til eventuelt at blive omfattet af scenekunstlovens § 5, der omfatter teatre og scenekunstinstitutioner med særlige opgaver.

Fredericia Musicalteater er i forbindelse med det tildelte udviklingstilskud omfattet af lov nr. 1531 af 21. december 2010 om økonomiske og administrative forhold for modtagere af driftstilskud fra Kulturministeriet (driftstilskudsloven) og bekendtgørelse nr. 1701 af 21. december 2010 om økonomiske og administrative forhold for modtagere af driftstilskud fra Kulturministeriet (driftstilskudsbekendtgørelsen).

Udviklingsaftalen har virkning fra den 1. januar 2021 og løber indtil 31. december 2024, medmindre andet aftales. Ultimo 2023 evalueres teatrets potentiale. Evalueringen omfatter:

- En udtalelse fra Statens Kunstfond om, hvorvidt Fredericia Musicalteater har et tilstrækkeligt højt niveau og kan påtage sig ansvar for at udvikle musicalgenren i Danmark.
- En økonomisk vurdering Fredericia Musicalteater.

Med positive vurderinger kan Fredericia Musicalteater efter aftale med Folketingets partier tildeles et fast statsligt tilskud i henhold til scenekunstlovens § 5.

Væsentlige ændringer i rammeaftalens forudsætninger, herunder strategi og aktiviteter, samt dens økonomiske grundlag, kan give anledning til en genforhandling af aftalen.

Gældende lovgivning og hjemmelskrav, budget- og bevillingsregler, tilskudsvilkår, overenskomster mv. skal følges, medmindre der er tilvejebragt hjemmel til eller indgået aftale om andet.

## **2. Mission og vision for Fredericia Musicalteater**

Fredericia Musicalteater har formuleret følgende mission og vision for sin virksomhed:

### **Mission**

Fredericia Musicalteater er danske musicalteaters hjemsted, hvor genren og det kunstneriske fællesskab plejes, udvikles og udfordres. Fredericia Musicalteater vil gennem talentudvikling styrke og udvikle interessen for musical og skabe fortryllende, udfordrende og folkelige musicalforestillinger til publikum i alle aldre i byen, regionen og resten af landet.

### **Vision**

Fredericia Musicalteater ønsker at være hjemsted for dansk Musicalteater, ved at være et epicentrum for den nationale genre. Ved at facilitere sikkert rum og stabilitet samt spænding og kreativitet, udvikler vi produktioner og genren med hele det professionelle musicalnetværk, til at blive værdsat nationalt samt internationalt.

Fredericia Musicalteater har som grundlag for denne udviklingsaftale udarbejdet en strategi, jf. bilag 1. Strategien, som løbende kan revideres, er tilgængelig på [www.fredericiamusicalteater.dk/](http://www.fredericiamusicalteater.dk/)

## **3. Opgaver og mål for Fredericia Musicalteater**

Med udgangspunkt i mission og vision og på grundlag af Fredericia Musicalteaters strategi er der aftalt nedenstående mål for Fredericia Musicalteaters opgaver:

Opgaver	Mål
<p>Opgave 1: Kunstnerisk udvikling</p>	<p>Mål 1.1 Fredericia Musicalteater udvikler, producerer og præsenterer en bred vifte af professionelle musicalproduktioner af høj kunstnerisk kvalitet for publikum i alle aldre.</p> <p>Mål 1.2 Fredericia Musicalteater etablerer sig som ledende Musicalteater og som et fyrtårn for viden og udvikling af ny dansk Musicalteater.</p> <p>Mål 1.3 Fredericia Musicalteater bruger Musicaludviklingscentret PORTAL til systematisk at arbejde på at forbedre kvaliteten af nyskrevne danske musicals og viderebringe erfaringer til andre kunstformer.</p>
<p>Opgave 2: Publikumsudvikling</p>	<p>Mål 2.1 Fredericia Musicalteater udvider teatrets publikum samt tiltrækker kernepublikum via fordelsprogrammer og aktiv kommunikation.</p> <p>Mål 2.2. Fredericia Musicalteater udvider teatrets publikum gennem tilstedeværelse lokalt og i hele landet.</p> <p>Mål 2.3 Teatret inddrager studerende og performere fra amatørmiljøet med fokus på at udvikle og nytænke musicalproduktioner.</p> <p>Mål 2.4 Teatret udvikler årligt nye danske musicalformater for børn og unge.</p>

<p>Opgave 3:</p> <p>Samarbejde på tværs af scenekunstens aktører</p>	<p>Mål 3.1 Fredericia Musicalteater udvikler en række nye produktioner i samarbejde med professionelle kunstnere og aktører om udvikling af forestillinger, genopførelser, fortolkninger og øvrige scenekunstneriske aktiviteter.</p> <p>Mål 3.2 Teatret gør sin viden tilgængelig, så lokale grupper og initiativer opfatter teatret som en ressource for regionen og resten af landet.</p> <p>Mål 3.3 Teatret etablerer løbende kontakt til mulige internationale samarbejdspartnere med henblik på at udvikle den danske musicalscene gennem produktioner på Fredericia Musicalteater.</p>
<p>Opgave 4:</p> <p>Talentudvikling</p>	<p>Mål 4.1 Fredericia Musicalteater fremmer blandt andet i samarbejder med Den Danske Scenekunsts skole udviklingen af lokalt og regionalt talent med fokus på at skabe vækstlag samt styrke potentialet til udviklingen af musicalproduktioner i Danmark.</p>
<p>Opgave 5:</p> <p>Grøn omstilling af kulturlivet</p>	<p>Mål 5.1 Fredericia Musicalteater udarbejder tiltag, som understøtter en bæredygtig udvikling af teatrets virke, herunder grønne alternativer til den nuværende produktion.</p>

I tilknytning til strategien og målene har Fredericia Musicalteater opstillet en række nøgletal og indikatorer, som illustrerer den ønskede udvikling og anvendes i den årlige resultatopfølgning. Disse nøgletal og indikatorer, der ikke har karakter af resultatkrav, er vedlagt som bilag 2 til aftalen.

#### **4. Finansielle forhold mv.**

Kulturministeriets udviklingstilskud fastsættes på de årlige bevillingslove (§ 21.23.55.20).

Det statslige tilsagn ydes i et årligt bevillingsbrev. Det anførte tilskud fra Kulturministeriet og Fredericia Kommune i oversigten nedenfor er derved ikke tilsagn om tilskud.

Oversigten omfatter forventede tilskud i de kommende fire år. Grundlaget er finansloven for 2021. Tilskuddet forventes opregnet efter Finansministeriets opregningsindeks.

Hvis der gennemføres generelle eller specifikke besparelser på statslige kulturbevillinger kan der ske en reduktion af udviklingstilskuddet.

Reglerne for budget, regnskabsafklæggelse og revision fremgår af Kulturministeriets bekendtgørelse nr. 1701 af 21. december 2010 om økonomiske og administrative forhold for modtagere af driftstilskud fra Kulturministeriet.

Fredericia Musicalteaters finansielle forhold i aftaleperioden 2021-2024 fremgår af nedenstående oversigt:

Mio. kr.	2021 Niveau 2021	2022 Niveau 2021	2023 Niveau 2021	2024 Niveau 2021
<b>Indtægter i alt</b>	<b>27,8</b>	<b>33,7</b>	<b>38,6</b>	<b>44,0</b>
heraf				
Kulturministeriet*	8,7	8,7	8,7	8,7
Fredericia Kommune	11,0	14,9	14,9	14,9
Billetindtægter	6,2	7,7	11,5	16,0
Salgs- og udstyrsleje	0,4	0,4	0,4	0,4
Barsalg	0,4	0,7	0,8	0,9
Garderobe	0,0	0,0	0,1	0,1
Gebyr billet salg	0,3	0,5	0,7	1,0
Sponsorstøtte	0,8	0,8	1,5	2,0
<b>Udgifter i alt</b>				
heraf	<b>25,3</b>	<b>33,1</b>	<b>38,7</b>	<b>44,0</b>
Variable omkostninger	12,1	7,9	10,0	12,5
Lønninger	7,3	14,6	15,5	17,8
Markedsomkostninger	2,4	3,3	5,5	6,0
Lokaleomkostninger	1,8	5,7	5,7	5,7
Administrationsomkostninger	1,7	1,6	2,0	2,0
<b>Årets budgetterede resultat</b>	<b>2,5</b>	<b>0,6</b>	<b>-0,1</b>	<b>0,0</b>
<b>Forventet egenkapital (ultimo)</b>	<b>2,5</b>	<b>3,1</b>	<b>3,0</b>	<b>3,0</b>

\*Musicaludviklingscentret, Portal (tidligere Uterus) fortsætter i regi af Fredericia Musicalteater og i samarbejde med Den Danske Scenekunstscoles musicalakademi. Bevilling hertil på 0,7 mio. kr. årligt indgår i udviklingstilskuddet til Fredericia Musicalteater.

## **5. Afrapportering af resultater og faglig opfølgning**

I udviklingsperioden følger Fredericia Kommune og Slots- og Kulturstyrelsen teatrets udvikling tæt. Blandt andet er der krav om kvartalsvis rapportering – økonomisk og aktivitetsmæssigt. Fredericia Kommune er som offentlig hovedtilskudsyder tilsynsførende myndighed.

Fredericia Musicalteater skal fremsende kvartalsvise budgetopfølgninger med tilhørende skriftlige kommentarer om teatrets økonomiske udvikling, budgetmæssige dispositioner og evt. afvigelser (ift. gældende budget) til Fredericia Kommune. Den kvartalsvise økonomiske afrapportering skal omfatte en kort skriftlig ledelsesberetning for og vurdering af det senest afsluttede kvartal og dets økonomiske resultat, samt forventningerne til årets resultat, herunder om nødvendigt en vurdering af behovet for eventuelle justeringer af teatrets forventede/budgettede årsresultat.

Slots- og Kulturstyrelsen skal modtage de kvartalsvise rapporter om tilsynet fra Fredericia Kommune (på vegne af Kulturministeriet) senest fire uger efter kvartalets afslutning.

I tilsynet indgår et årligt virksomhedsmøde mellem styrelsen, Fredericia Kommune og Fredericia Musicalteater, hvor såvel faglige som økonomiske resultater drøftes. Fredericia Kommune indkalder til det årlige virksomhedsmøde med teatret, Slots- og Kulturstyrelsen deltager i det årlige virksomhedsmøde og kan bidrage med ønsker til punkter på dagsordenen. Der er mellem kommunen og Slots- og Kulturstyrelsen en aftale om proces- og tidsplan for det kommunale tilsyn og inddragelse af Slots- og Kulturstyrelsen i forbindelse med den kommunale godkendelse af teatrets årlige budgetter og årsrapporter.

Grundlaget for virksomhedsmødet og resultatopfølgningen er Fredericia Musicalteaters årsregnskab og ledelsesberetning (årsrapport), jf. § 10 - 12 i ovennævnte bekendtgørelse, hvor Fredericia Musicalteater aflægger regnskab og redegør for opfyldelse af målene og i øvrigt redegør for årets faglige og økonomiske resultater. Som led heri indgår nøgletal og indikatorer, jf. bilag 2.

I ledelsesberetningen skal Fredericia Musicalteater orientere Fredericia Kommune om eventuelle ændringer i sin strategi. Kommunen orienterer efterfølgende Slots- og Kulturstyrelsen.

Ledelsesberetningen skal tillige indeholde en kort redegørelse for hvorledes institutionen har arbejdet med Kulturministeriets anbefalinger om god ledelse, jf. "God ledelse i selvejende kulturinstitutioner", 2011 (<http://kum.dk/temaer/temaarkiv/god-ledelse/>).

Slots- og Kulturstyrelsen kan i 2023 anmode Fredericia Musicalteater om en selvstændig statusrapport med en samlet evaluering af de hidtil opnåede resultater i henhold til udviklingsaftalen. Statusrapporten kan drøftes på et møde og kan desuden inddrages i drøftelserne om en eventuel ny rammeaftale fra 2025 og frem.

Udviklingsaftale, årsregnskaber og ledelsesberetninger (årsrapporter) og vedtægter gøres tilgængelige på Fredericia Musicalteaters hjemmeside [www.fredericiamusicalteater.dk/](http://www.fredericiamusicalteater.dk/)



## 6. Underskrifter

Den

### Fredericia Musicalteater



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Grete Højgaard  
Bestyrelsesformand

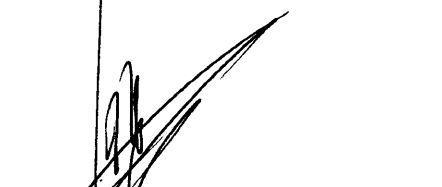
### Slots- og Kulturstyrelsen



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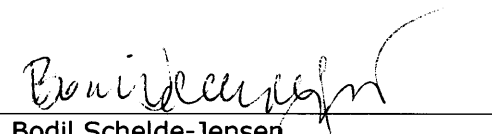
Henrik Wenzel Andreasen  
Enhedschef

### Fredericia Kommune



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Ferry Hogeboom  
Kunstnerisk direktør



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Bodil Schelde-Jensen  
Direktør for Kultur og Turisme



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Ole Justesen  
Administrerende direktør

**Bilag:**

1. Fredericia Musicalteater strategi for 2021 - 2024
2. Nøgletal og indikatorer

**Fredericia Musical Teater**  
**Strategy 2021 – 2024**

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# 1. Introduction

Fredericia is a city of 53.000 inhabitants situated at the coast of Jutland in Denmark. The town has had a theater for many years. That theater gained international attention by means of the musical productions that have been presented there. These productions contained Disney productions, grand spectacles and founded the fundament for the creation of new Danish musicals. Furthermore, the old theater established a close relationship with the Fredericia Musical Academy for over twenty years. The theater made it possible for the students to meet a real audience, to act on the professional stage side by side with the professional actors. Over time the theater attracted many experts, who eventually moved to Fredericia and besides creating remarkable artistic work became part of the local community too. The old theater went bankrupt just before the Corona virus kicked in. The importance of the theater for the city, aspiring talents, the genre and the cultural life in Denmark in general has been recognized by many and therefore Fredericia Musicalteater got permission to be founded within the old building.

Fredericia Musicalteater is a new theater, situated in an old theater building which has an impressive history, starting to create an impressive history on its own. The new theater is granted support to reestablish the holistic goal of lifting and developing the musical theater genre in Denmark in general and provide the suitable anchoring and spin-off in the local society and aspiring artist from among other the Academy, at the same time. The first period of the new theater will consist of a combination of the required groundwork in establishing a new organization, running a program that reaches out to the audiences to re-obtain their trust in the house where that has been lost before and planting the seeds to enable the new organization to work towards the more holistic goals in the years to come.

The management of Fredericia Musicalteater created her strategy in order to obtain the previously mentioned goals and simultaneously provide in a sustainable construction that will allow the involved stakeholders to harvest from the investment in the years to come. Ambition and risk management are

combined to ensure a safe home for Danish musical theater. Because the annual appropriation of the Uterus is included in the operating grand for Fredericia Musicalteater, we have integrated the details for Uterus in the overall strategy.

## 2. Mission

### ***Introduction***

The mission of Fredericia Musicalteater provides an answer to the question who we are, seen through our very own eyes. In that we see the reflection of the expectations which have been expressed in granting the support for the new theater. Through that reflection we see it as our task to establish a home for Danish musical theater setting the standard for high artistic level, attracting guests from all over the country and at the same time perform on a financial and sustainable basis – still being aware of the solid anchorage of the fans in Fredericia.

### ***Mission statement***

*“Fredericia Musicalteater is the Danish home of musical theater where the genre and it’s artistic community is nurtured, developed and challenged to enchant audiences of all ages in the city, the regions, the country and far beyond”*

### ***Mission background***

As the home of Danish Musical theater Fredericia Musicalteater is a place where artistic work, creative people and innovative businesses from all over Denmark are warmly invited to come together in order to create, develop, experience and discover the magic of Danish musical theater.

A home that is a preeminent center for the development of Danish musical theater, that nurtures the voices of daring artists, brings new stories to life while pushing the boundaries of what Danish musical theater can be and that challenges and inspires all of us in the mutual connection it provides.

The home where the bar for quality is set for the segment, which makes it the preferred place to call home for many and from which Danish musical theater will be brought to people all over the country.



## **Core values**

Fredericia Musicalteater connects a variety of core values to her mission to provide a clear image of the framework in which it wants to be.

### *Artistic excellence*

We collaborate to create an atmosphere that empowers artists to do their finest work. Our rigorous standards reflect our commitment to excellence in every area of production. We aim to create an outstanding track record to artists who want to return, and we cultivate an audience that expects to be challenged. The work we do thrills us, too.

### *Genre development*

We provide support, resources and opportunities to aspiring artists, broadening the reach and the impact of their work all over the country. We aim to find and nurture voices and forms in Denmark that will be able to push the boundaries of the musical theater genre in Denmark over time, by connecting these stories and storytellers to audiences all over Denmark.

### *Community connection*

We see ourselves as a vital part of the cultural ecosystem in Fredericia and the surroundings. We connect to the local audiences varying from young children in school to elderly people in retirement homes. We cooperate with local businesses in the possibility for extending a visit to the theater to a complete night or weekend out, connecting to local entrepreneurs in all areas and crafts connected to creating musical theater. We reach out to the aspiring artists in the first stages of discovery of their

talents through to the professional training at the academy. All these parts of the community build up the fundament of our home.

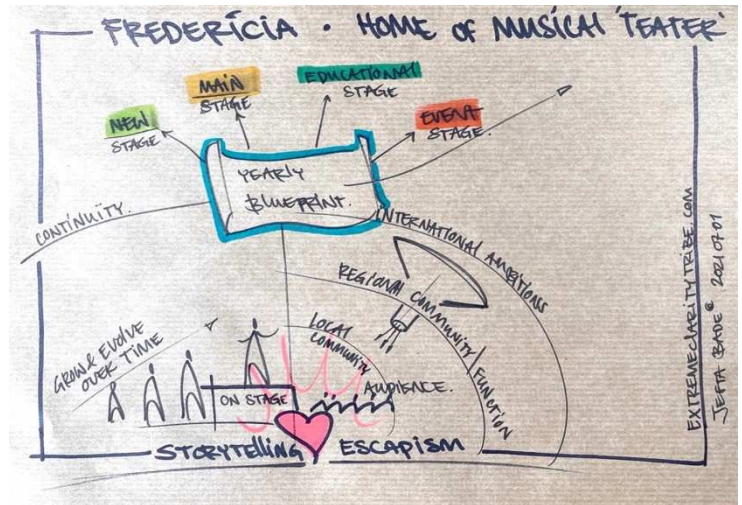
### *Sustainable responsibility*

We honor all our stakeholders by being responsible with our finances, and we create extraordinary Danish musical theater with great artistic value and reliable economy. The artistic products as well as the operation of the organization will be done in a way that creates the minimalistic ecofootprint possible, ensuring the artistic productions and the world can be perceived by future generations.

Sustainability is the most important value in all our connections. We therefore strive to be inclusive and open for cooperation, while putting in the effort to be a reliable and open partner too.

### *Our believes*

- Musical Theater is a unique genre, with a broad range of appearances, which all have the power to illuminate, transform, and heal;
- We have a responsibility to nurture, honor, and respect the imagination of our audiences;
- Experiencing storytelling through musical theater stimulates intuitive thinking and encourage the possibility of mystery and magic in our lives;
- Musical theater bounds people together and can even create community by bringing together diverse audiences encompassing all ages and backgrounds;



- We have a responsibility to reach out to audiences who may not otherwise have access to the unique kind of artistic experiences that we provide;
- Creating a working environment that encourages collaboration and creativity enables artists and staff to be fully self-expressive;
- Including aspiring professionals in the ensemble of our organization keeps our work vital and ensures its continuity.

### **3. Vision**

#### ***Introduction***

With the vision statement we want to express the answer to the question how we are come to being who we are and staying so overtime.

#### ***Vision statement***

*“Fredericia Musicalteater wants to be the home of Danish musical theater by becoming the epicentrum of the national genre. By facilitating shelter and stability as well as excitement and creativity we develop productions and the genre from within to be appreciated nationwide and beyond”*

#### ***Vision background***

Fredericia Musicalteater is the home of Danish Musical Theater; we open the doors to every stakeholder and deeply and openly engaging them in all processes and provide them with opportunities, guidance, possibilities, experiences and new tastes and flavors of Danish musical theater in order to develop and to grow together from the inside out and reach to people all over the country and beyond that.

As the home of Danish musical theater, we ongoingly invest to contribute to the development of new Danish work and productions, create and produce by the highest artistic standards in the industry, integrate the possibilities for stage technological innovation and stimulate and facilitate talent development. All to contribute the further development of the musical theater genre in Denmark in general.

The vision statement forms the fundament on which we build the various rooms of which the home of Danish musical theater consists.

### *Artistic development*

- Become the leading musical theater producing house in Denmark;
- Deliver powerful and challenging programming;
- Set exemplary artistic standards;
- Fulfill a national role in creating significant new Danish musical theater;
- Create a program that inspires local citizens and invites them in on a more frequent basis.

### *Audience development*

- Embrace loyal guests and empower them to become ambassadors and convert others to experience the genre;
- Invite predisposed audiences in to become an active community member by allowing them to be part of the development program;
- Provide access to the genre by creating new Danish works that are dedicated to a specific age range, but enjoyable for a broader range;
- Reaching out to lapsed guests learning to understand their reasoning and reestablish trust.

### *Collaborations*

- Bridging the gap between the creating process and the full production by providing step stones for progression;
- Providing opportunities for the theater community, among which cultural houses, DKK houses, Danske Teaterforeninger and so on, to program newly developed Danish musical theater productions in a touring extension of the run, or in a touring re-run;
- 
- Reaching out to potential co-producers in the professional cultural eco-system to launch new initiatives and productions;
- Utilize the facilities and resources, when available, for the regions cultural and social life.

### *Talent development*

- Providing structural guidance and availability of resources to create and nurture careers of emerging creatives;
- Commit to aspiring artists showcasing them locally on a national watched stage;
- Creating internship possibilities within each of the productions that is created with the theater;
- Develop the artistic musical theater community through developmental support and production resources in performance projects.

### *Green transition of cultural life*

- Minimalizing the carbon footprint within all processes of the organization;
- Amplifying the sustainability of the created materials by creating re-runs;
- Recycling production materials from the past into materials for the current productions;
- Integrating an energy transition within the organization development plan.

## 4. USP and personality

Fredericia Musicalteater is a new theater that has been established to ensure the further development of the musical theater genre within Denmark and in specific the cultural eco-system and at the same time anchor the connection the local community. In doing so Fredericia Musicalteater has the ambition to strategically combine the highest artistic quality, with the experimental groundwork for development and a sustainable future for the organization, all involved and the world around us.

For all involved it is important to understand where Fredericia Musicalteater stands out, where it fulfills a unique position within the Danish cultural eco-system and where it is complementary to the existing parts of that same system. We therefore formulated our Unique Selling Proposition:

*Fredericia Musicalteater is the warm and safe home for Danish Musical Theater and all involved in that, where they and their artistic voices can see the first light, will be nurtured and allowed to develop. A place where they can freely fly out from to discover the world, secured by the knowledge that they can always come back when they must or want to.*

*Fredericia Musicalteater is the home where existing musical theater will be revised, taken in from a new perspective, where international successes will be re-created in a Danish version and where new works will have the opportunity to grow.*

*The place where every stakeholder is invited in to participate in a broad range of activities and programming in which a variety of musical theater flavors will pass by and surprise a first timer and reestablish a long-term fan.*

## ***Personality***

In order for others to get to know Fredericia Musicalteater we will describe ourselves as a personality. Fredericia Musical Teater is best to be described in the following personality statements:

- A warm home where all stakeholders involved feel welcome.
- A safe heaven where people dare to speak up artistically and experiment.
- An organization with a steady fundament, a reliable rhythm and room for innovation;
- A partner that is deeply connected to her surroundings, being the Municipality, the Danish creative industry and the international musical theater community.

Above the point above, we would give ourselves the following personality features: creative, fun and warm and at the same time reliable, organized and hospitable.





## 5. Objectives

In order to ensure Fredericia Musicalteater can stay truthful to who she is and the way she wants to fulfill her being, we created an overview of objectives that will guide us through the establishing period of the new theater and allows us to develop toward the sustainable position of a paragraph 5 theater within the Danish cultural eco-system.

*Please find the overview of our objectives enclosed in the attachment 1*

Fredericia Musicalteater is the home of musical theater in Denmark. As a home, we will be part of the lifecycle of all stakeholders involved in the world of musical theater. In terms of the product itself, the musical, we nurture a new piece of storytelling from the first idea to the production of the piece for an international audience. At the same time, we support and stimulate the growth of the audience by providing them musical theater experiences from an early age all the way through to their days as elders. Fredericia Musicalteater strives to be a place where you are provided a start, can fly out from and return whenever you feel the need to do so.

Musical theater has the possibility to enhance storytelling to another level, primarily through the so-called triple threat (the threefold combination of singing, dancing, and acting at the same time) that forms the basis of the way stories are told. But in a broader way it is the magic of all crafts, not only the singing dancing and acting on stage, but also all crafts surrounding the stage bound together and elevating the power of each individual craft toward another level and create an atmosphere of magic which is only captured in that one single moment and experienced live by everyone involved.

## 6. Strategy

The strategy for the theater working toward 2024 will focus on the development of the theater and establishing a physical entity which leads the development of Danish musical theater. In the strategy we focus specifically on working on the highest artistic levels throughout and working towards the visibility of the artistic development in the country. In the strategy we furthermore specifically incorporate our auspice of the development program Portal (formally known as Uterus) and the cooperation with the Dansk Skenekunst Skole Fredericia.

Fredericia Musicalteater will become the home of Danish musical theater. The theater becomes the epicenter for the development of the national genre by gradually, but surely, building a production cycle in which creative works of the highest artistic quality are produced and new Danish productions are developed through which the boundaries of the genre are challenged.

The theater is a place, run by professionals, but owned and guided by so many more. Stakeholders are the ones carrying the organization. Audiences who embrace shows and performances, creatives and players who give their very best to create unique performances, businesses who use the creative power and knowledge of the theater for their own benefit and growth and so on. Fredericia Musicalteater is the place where we are always welcome to experience the lifecycle of the magic of Danish musical theater.

Based on the mission, vision, USP's and personality of Fredericia Musicalteater a strategy for the development period 2021 – 2024 has been created. This strategy aims to create a path for the theater to establish itself as the home of Danish musical theater in the near future. Below you will find an overview of the strategic starting points, combined with the overall objectives specified toward operational planning.

1.1 Fredericia Musicalteater develops, produces, and presents a wide range of professional musical productions of high artistic quality for audiences of all ages

- 1.1.1 – productions and co-productions

We build up towards creating an annual season in which three major productions can be presented. We aim to create a musical with a large cast in the autumn, a musical with a small to medium cast in the spring and a musical for children connected to one of the school holidays;

- 1.1.2 – new musical productions

In the progression none of the productions of the theater will be a replica production, all will be created by or with Danish creatives and talents. In the end we aim to have at least one of our three major productions to be a completely new, Danish musicals annually;

- Strategy

Through the specific and dedicated production cycle the theater establishes an ongoing development of new works that will see the light of day in Fredericia and reach audiences all over the country after that by co-producing the works. At the same time unique Danish variations of existing material will be created in co-production with international partners to continuously embrace innovations in the genre in the material that comes to life in Fredericia.

1.2 Fredericia Musicalteater establishes itself as a leading Musicalteater and as a beacon for knowledge and development of new Danish musical theater

1.3 Fredericia Musicalteater uses the Musical Development Center Portal (formally known as Uterus) to work systematically to improve the quality of newly written Danish musicals and pass on experiences to other art forms

- 1.2.1 – facilitate events for the exchange of knowledge and experience, where the goal is to improve the musical genre at a national level

We create annual activities in which we provide knowledge and experience with the creative and artistic participants of the musical theater community in Denmark. We do this firstly through the launch of an annual development project in creating new work by assigning a Danish team of creatives. This new work will firstly be presented as part of the annual program of the theater and after that brought to audiences all over Denmark as a result of the co-production in which it is created. Secondly, we create a project for the development of new musical theater compositions by facilitating a composer project which works toward an annual musical theater composer concertante which will be hosted and made available for other theaters in a tour production.

- 1.3.1 – events and performances through Portal (formally known as Uterus)  
Portal contributes to the spread of knowledge and creation of exchange in experiences and best practices among the artistic participants of the national musical theater community in Denmark by producing a standard annual event calendar. In the annual calendar Portal will create a development project in which new musical theater material and ideas will be developed and presented with intensive coaching, a festival for new material and initiatives will be held on an annual base as well as a structural reading and workshop cycles to enhance the quality of the artistic work. In all these events the Danske Skenekunstskele Fredericia is a primary partner.
- 1.3.2 – seminars and network meetings where Portal shares experiences of refining the quality of musicals as part of the Danish cultural infrastructure  
In addition to the live events, Portal will be hosting monthly masterclasses which will be performed in both live as well as online settings to ensure that members of the creative and

artistic participants in musical theater community all over Denmark can take advantage of the availability of knowledge, exchange of insights and so on.

- Strategy

In creating a program in which the development of new materials, the spread of knowledge and experiences is anchored through events and productions of the theater itself, the Portal program and the integrated cooperation with the Danske Skenekunstscole Fredericia, the theater will establish itself as the place where a talent or creative can go to to find possibilities and support for creating new works as well as the place where the audience can expect new works to come from.

## 2.1 Expanding the theater's audience and attract core audiences through benefit programs and active communication

- 2.1.1 – preparation and implementation of benefit program for loyal customers

The theater aims to have stabile and reliable economics and to ensure to establish that a extended loyalty program will be developed. Firstly, we aim to trigger the primary target groups to come to the theater and experience the highest quality of musical theater. Secondly, we want to ensure that these audiences are connected to the theater on a higher level and will visit the productions we create based on the quality standards and not on the title of the show. Finally, we want to ensure that audiences become ambassadors of the theater. We create this loyalty and ambassadorship by created added value as well as allowing the audience into the development processes of the theater and in that way making them part of the development process.

- 2.1.2 – create outreach opportunities

The theater aims to reach out to younger audiences and familiarizing them with the possibilities of theater generally and musical theater specifically. Creating learning material,

providing opportunities to visit productions and facilitating in talk back that will allow the youngsters to see the productions from new perspectives.

- 2.1.3 – attract new audiences

The theater will create an ongoing process of focus groups on an annual base. Starting of the with attraction of youngers audiences and continuing that relation overtime, focusing on male audiences in the following period attracting them through the variation of the genre and inviting them in based on the specific need of that target group.

- Strategy

We aim to create a system of facilitating, integrating and empowering audiences within the development of the works and the outreach of the theater. We will combine this system with annual focus groups that will be attracted and brought into the system of creating and awarding loyalty. In doing so we create a cycle in which new audiences can be drawn in, introduced to the genre and become part of the development of the genre.

## 2.2 Expand the theater's audience through presence locally and throughout the country

- 2.2.1 Audience reach locally and nationally

Although musical theater is a specific genre, it simultaneously is a container with a broad range of varieties. The theater focusses on the unique elements of the genre, but parallel to that the programming will be constructed in such a way that the variety of performances, styles and attributions, enable the theater to attract new audiences based on the characteristics of the performances.

In addition to the new audiences the theater attracts locally and regionally, the theater ensure to reach national audiences by creating, developing and producing musical theater productions in co-production with professional cultural partners such as the Danish Theater Associations, regional theaters, regional stages, concert and cultural centers.

2.3 The theater involves students and performers from the amateur community with a focus on developing and innovating musical productions

- 2.3.1 Projects involving non-professionals such as interns

In order to become the home of Danish musical theater, the theater decided that each and every production that is created by the theater will provide learning possibilities for aspiring artists, in particular students of the local academy. In addition to the availability of learning positions for aspiring artists, the theater envisions to provide the same opportunities to students who are in the process of becoming theater professionals in other departments.

2.4 The theater annually develops new Danish musical formats for children and young people

- 2.4.1 Projects targeting on younger audiences

The theater wants to ensure to develop new generations of theatergoers and specifically a generation of musical theater appreciators. To ensure the connection between the theater and these new generations, the theater will produce an annual production specifically created for younger audiences. In addition to that the theater will provide learning material and other school related activities around each of their productions, to provide the possibility for schools to integrate a visit to the theater, a visit to a production or any encounter with the theater in the program.

- Strategy

Fredericia Musicalteater makes conscious choices in choosing productions and selecting themes that will be featured within the programming to ongoingly draw new audiences into the theater. Creating policies for allowing aspiring talents to have possibilities in the form of internship will ensure the relation with and the development of the new generation of professionals in the theater. Specifically focusing on younger audiences and approaching them for learning possibilities connected to their schools, allow the theater to build relation with these target groups from an early age on.

3.1 Develops new productions in collaboration with professional artists and actors on the development of performances, re-performances, interpretations, and other performing arts activities.

- 3.1.1 co-productions, events or other activities with professional artists and actors

The theater will focus on creating new Danish work in the theater and make it her goal to produce a new production each year. To ensure that the audience has the opportunity to embrace the work, a course of development productions will be programmed. A new production will have the opportunity to grow in the theater from reading sessions to workshops and from studio presentations to concertantes. The audience will have the opportunity to attend all these development steps, so the new work can grow on them.

Other productions that will be on the program for Fredericia Musicalteater will be recreations of the original works. Studying the existing material and creating a new vision for the way the story is told and presented to the audience. In this process the theater aims to cooperate with as many local professional creatives as possible to ensure the availability of a true Danish signature to the new work.

All productions of Fredericia Musicalteater will be created with professionals in each and every department. Exceptions are the interns that will find a place in the productions as well as possible children who take on a role in a specific work.

- 3.1.2 collaborations or co-productions on an expansion or reconstruction of a production developed by Fredericia Musicalteater.

The theater wants to ensure that the works that are created or reconstructed within the theater, find their way to audiences all over Denmark. To accomplish this goal the theater will reach out to potential partners for cooperation in order to establish a mutual trust and willingness. At first, we will focus on creating cooperation on relative small projects. We use this as a fundament for cooperation on larger projects in the future.

- Strategy



Fredericia Musicalteater will be the home for Danish musical theater, not just for audiences, but for creatives and talents too. By creating a place where you feel at home, you create a place where you feel safe, where you can allow your dreams and your ambitions to grow and develop and prepare them and yourself to fly out and meet audiences all over the country. By creating a variety of projects, new productions, try-outs, experiments, we provide the professional creative musical theater community the experience of home and the sense of a place where they can (re)turn to.

3.2 The theater makes its knowledge available so that local groups and initiatives perceive the theater as a resource for the region and the rest of the country

- 3.2.1 Availability of resources nationally

The theater aims to become an institution where the Danish musical theater community can turn to for support, advice and possibilities. To obtain this position, the theater will firstly invest in establishing relationships with all relevant partners, starting close-by and extending the network over time over the country. To ensure the tangibility of the relation the theater will, together with Portal facilitate in an annual Musical theater Festival in Fredericia. Within this timespan we additionally will research the possibilities of creating a digital platform parallel to this to ensure the continuous availability of resources for the musical theater community all over Denmark.

- 3.2.2 Availability of new material to the public nationally

In order to ensure that the new artistic works that are created in Fredericia Musicalteater and are available to audiences all over Denmark, we oblige ourselves to connect each development project to relevant partners that are capable of getting the work presented all over the country. We start off with the composer project and integrate possibilities for theaters all over the country to be part of the development, study the work and obtain the possibility to be part of the limited national tour of the staged concertante. In addition, we

oblige ourselves to reach out to national partners and allow them to be part of the development process of new Danish musical theater productions to secure the possibility for the works to be presented in other cities in Denmark too.

- Strategy

The theater chooses to facilitate itself as a resource for the national musical theater community by facilitating possibilities for that community to come together and share in insights, knowledge and innovations. Furthermore, the theater invests in building strong relations that enable us to reach audiences all over Denmark in a sustainable way.

3.3 Fredericia Musicalteater establishes ongoing contact with possible international partners with a view to developing the Danish musical scene through productions at Fredericia Musicalteater

- 3.3.1 productions developed as a result of contacts with international partners

We aim to establish an ongoing relation with international partners. We do so in cooperating in different forms. Firstly, we aim to cooperate in getting new international musical theater production concepts presented with Fredericia Musicalteater to impuls the Danish genre with international developments. Secondly, we cooperate with international partners inviting them to host their production development process within the theater to ensure that we can make our audiences part of this process from an early stage onwards and make the international artistic development part of our national quality standards. Finally, we cooperate with international partners to establish co-productions which allow the theater to enhance the possibilities for reaching out to audiences.

- 3.3.2 development of market strategy and strategy for establishing contact with potential international partners

In the first period of this strategy, we will cooperate with international writing teams in order to host the first reading of the new international production in Fredericia. In the following time we aim to initiate a new organization consisting of musical-producing theater in the Nordic

countries. The purpose of the organization is first and foremost to exchange ideas and experiences, then the goal is to share successful case studies around the development of musical theater at the national level.

We establish a follow-up workshop series for the work that has been a reading at the beginning. In this way we become part of the development process. And allow the work to develop further in house.

In the final period of this development plan we investigate the possibility of joining NAMT (National Alliance for Musical Theater) and re-establish the relationship the theater had with them in the past. In addition, we aim to co-produce with an international partner to bring the Danish version (or a part of it) of innovative international musical production to Fredericia.

- Strategy

We create a strategy in which we anchor major international activities at the end of the development period. First of all, we integrate an annual international try-out, or experiment in our programming. This ensures us that we will have international development projects in the theater on a regular base. Second of all, we make it our goal to have a least one international cooperation project each year. This will allow the theater to keep track of the international development of the genre and adapt elements of that into our contribution to the Danish genre. Finally, we ensure a continuity of this international cooperation by strengthening our position in formal forms of cooperation.

#### 4.1 Promoting the development of local and regional talent with a focus on creating growth layers and strengthening the potential for the development of musical productions in Denmark

- 4.1.1 Development of local and regional talent environment in collaboration with Portal (formally known as Uterus), the Musical Academy, artists from the amateur environment and other talent environments

The theater will create an informal theater event which is created to give the audience, amateurs, musical fans, students and other professionals the opportunity to talk back with the directors after each production. In addition the theater connects each production with a talk back, to improve learning and experiences for each participant, by having the opportunity for a dialogue based on one's own individual goals.

Besides that, the theater will appoint a coordinator that will be available to the local community for support in designing costumes and use the materials the theater has for storage.

We offer the opportunity to combine a musical theater experiment with masterclasses and workshops, so that the audience also has the opportunity to experience it. We look at the possibilities of integrating feedback from our audience as part of the overall input we use to create our upcoming season programs.

- 4.1.2 Talent programs and events

In the year to come during this development period, we will build up towards a structure in which a variety of talent programs and events are available to enhance the national level of development of Danish musical theater. Together with Portal the theater will be hosting a series of masterclasses on general development of the genre, there will be a series of specific composer courses and production related as well as international workshops

- Strategy

Over time the theater will make resources available that enable talents, enthusiasts, students, and professionals to develop their knowledge and skill of the musical theater genre and the collaborative structure of the art. The resources and support will be created based on insights that the theater gains from international cooperation, collaboration with professionals in the musical theater industry and the creation of new works. By creating the continuous availability of the support and the resources, adapting this to the current standards and developments,

the theater invests in and contributes in a continuous growth of the Danish musical theater genre.

5.1 Prepares initiatives that support the sustainable development of the theater's work, including green alternatives to current production.

- 5.1.1 Preparation and implementation of internal green strategy for theater operations, including targeted focus on sustainable material choices in buildings as well as administration and reduction of energy consumption.

The theater initiates activities to stimulate the administration, production team and the actors to work in a paperless environment. By the end of the year, the theater has developed a policy in which all practices are defined. The policy will be evaluated annually after implementation. All new productions will be created in a sustainable way so that they can be reused by other theaters. To do this, the theater will create a production checklist, which will be part of each production process and will ensure that all elements created for the production are made sustainable whenever possible.

It is introduced that the production team, before initiating scenography and costume production, reviews the theatre's stocks, in order to look for opportunities for reusing effects, scenography and costumes. At the end of the development period in 2024, this will become a standard for the theatre's upcoming production workflow.

At the end of the development period, the theater has completed the study of finding opportunities for energy reduction as well as the transition to green alternatives. We strive to reduce the theatre's energy consumption to the maximum and get at least 80% of the further consumption made through green alternatives and options available.

- Strategy

We aim to establish an ongoing process of creating awareness at one end and integrating measures at the other end. To establish an ongoing reduction of the footprint the theater makes, we create awareness with the team and the people we work with in our day-to-day running of the theater by integrating standard procedures and protocols within our routines. At the same time, we commit ourselves to researching and embracing possibilities for making the energy consumption of the theater more sustainable over time.

## **7. Final thoughts**

We do hope to have provided you with an insight in the mission, vision and objectives of Fredericia Musicalteater, as well as the strategy that we follow to obtain our objectives in this development period. This all be create the path that will lead us towards obtaining the recognition as a paragraph five theater at the end of the development period.

We consider this document as a guide as well as living document. It will show us the way to obtaining our goals, but at the same time the changing world around us well require us to adjust the document towards the requirements and opportunities of that specific moment in time.

We hope to have provided you with all the required information and are and will be available for any questions, alterations or updates and the current status.

With warm regards,

Ole Justesen and Ferry Hogeboom

## Attachment 2

Clarification of the numerical elements of the objectives as presented in attachment 1.

	<b><i>Clarification of connection of productions</i></b>
1.1.1	These are the full musical theater productions we put on stage annually in Fredericia.
1.1.2	These productions are part of the numbers mentioned in 1.1.1, not an extra show.
1.2.1	These numbers are an estimate of the amount of events the theater will host annually.
1.3.1	These numbers are an estimate of the amount of events Portal will host annually. These numbers add up to the number of events under 1.2.1
1.3.2	These numbers are an estimate of the amount of seminars Portal will host annually. These numbers do add up to the total amount of events under 1.2.1
2.1.1	
2.1.2	
2.1.3	
2.2.1	
2.2.2	
2.3.1	These numbers reflect the events and productions in which the theater facilitates aspiring talents an experience. This number does not add up to the amount of productions as expressed in 1.1.1, nor to the amountof events expressed in 1.2.1.
2.4.1	These numbers reflect the events and productions in which the theater focusses on young audiences in particular. This number does not add up to the amount of productions as expressed in 1.1.1, nor to the amountof events expressed in 1.2.1.



3.1.1	These numbers reflect the productions and event the theater creates in which we have a co-producer. These numbers do not add up to the total amount of productions as expressed in 1.1.1 or the amount of events as expressed in 1.2.1.
3.1.2	These numbers reflect the productions and event the theater creates in which we have a co-producer. These numbers do not add up to the total amount of productions as expressed in 1.1.1 or the amount of events as expressed in 1.2.1.
3.2.1	
3.2.2	
3.3.1	These numbers reflect the productions and event the theater creates in which we have an international partner. These numbers do not add up to the total amount of productions as expressed in 1.1.1 or the amount of events as expressed in 1.2.1.
3.3.2	
4.1.1	
4.1.2	
5.1.1	

Fredericia Musicalteaters finansielle forhold i aftaleperioden 2021-2024 fremgår af nedenstående oversigt:

Mio. kr.	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
	Niveau 2021	Niveau 2021	Niveau 2021	Niveau 2021
<b>Indtægter i alt</b>	<b>27,8</b>	<b>33,7</b>	<b>38,6</b>	<b>44,0</b>
heraf				
Kulturministeriet*	8,7	8,7	8,7	8,7
Fredericia Kommune	11,0	14,9	14,9	14,9
Billetindtægter	6,2	7,7	11,5	16,0
Sals- og udstyrsleje	0,4	0,4	0,4	0,4
Barsalg	0,4	0,7	0,8	0,9
Garderobe	0,0	0,0	0,1	0,1
Gebyr Billetsalg	0,3	0,5	0,7	1,0
Sponsorstøtte	0,8	0,8	1,5	2,0
<b>Udgifter i alt</b>				
heraf	<b>25,3</b>	<b>33,1</b>	<b>38,7</b>	<b>44,0</b>
Variable omkostninger	12,1	7,9	10,0	12,5
Lønninger	7,3	14,6	15,5	17,8
Markedsomkostninger	2,4	3,3	5,5	6,0
Lokaleomkostninger	1,8	5,7	5,7	5,7
Administrationsomkostninger	1,7	1,6	2,0	2,0
<b>Årets budgetterede resultat</b>	<b>2,5</b>	<b>0,6</b>	<b>-0,1</b>	<b>0,0</b>
<b>Forventet egenkapital (ultimo)</b>	<b>2,5</b>	<b>3,1</b>	<b>3,0</b>	<b>3,0</b>

\*Musicaludviklingscentret, Portal (tidligere Uterus) fortsætter i regi af Fredericia Musicalteater og i samarbejde med Den Danske Scenekunstscoles musicalakademi. Bevilling hertil på 0,7 mio. kr. årligt indgår i driftstilskuddet til Fredericia Musicalteater.

Bilag 1 til Udviklingsaftale for Fredericia Musicalteater 2021-2024

Resultatmål	Operationelt mål	Måltal/indikatorer 2021	Måltal/indikatorer 2022	Måltal/indikatorer 2023	Måltal/indikatorer 2024
<b>Kunstnerisk udvikling</b>					
Mål 1.1 Fredericia Musicalteater udvikler, producerer og præsenterer en bred vifte af professionelle musicalproduktioner af høj kunstnerisk kvalitet for publikum i alle aldre.	<b>Mål 1.1.1 Antal musicals produceret som egen- eller co-produktion</b>	2	2	3	3
	<b>Mål 1.1.2 Antal nye musicalformater inden for genren (delmængde af 1.1.1)</b>	Der lanceres ingen nye formater	1	1	1
Mål 1.2 Fredericia Musicalteater etablerer sig som ledende Musicalteater og som et fyrtårn for viden og udvikling af ny dansk musicalteater.	<b>Mål 1.2.1 Facilitere arrangementer til udveksling af viden og erfaring, hvor målet er at forbedre musicalgenren på et nationalt plan.</b>	0	2	3	4

Mål 1.3 Fredericia Musicalteater bruger Musicaludviklingscentret PORTAL til systematisk at arbejde på at forbedre kvaliteten af nyskrevne danske musicals og viderebringe erfaringer til andre kunstformer.	<b>Mål 1.3.1</b> <b>Antal events/forestillinger med inddragelse af PORTAL (nyt navn der erstatter UTERUS)</b>	1	4	4	4
	<b>Mål 1.3.2</b> <b>Antal seminarer og netværksmøder hvor PORTAL deler erfaringer med at forfine kvaliteten af musicals, som del af den danske kulturelle infrastruktur</b>	3	10	10	10
<b>Publikumsudvikling</b>					
Mål 2.1 Fredericia Musicalteater udvider teatrets publikum samt tiltrækker kernepublikum via fordelsprogrammer og aktiv kommunikation	<b>Mål 2.1.1</b> <b>Udarbejdelse og implementering af fordelsprogram for loyale kunder</b>	Etablering af nye abonnenter af teatrets nyhedsbreve	Udvikle og implementer loyalitetsprogram forbundet med nyhedsbrev	Udvide loyalitetsprogrammet med diversificering af publikumsgrupper og interesser	Undersøge mulighederne for sæsonabonnement "sæsonvenner"
	<b>Mål 2.1.2</b> <b>Skabe opsøgende muligheder for børn og unge</b>	Etablere kontakt med skoler	Oprette undervisningsmoduler til uddannelsesinstitutioner	Integrere forberedende publikumsaktiviteter før forestillinger	Undersøge mulighederne for digitalt materiale til undervisning

	<b>Mål 2.1.3 Tiltrække nye målgrupper</b>	Planlægge første børnemusical	Integrere Kabaretstilarter for at tiltrække Comedy fans til Musicalteater	Undersøge muligheder for særlige målgrupper som f.eks. handicappede	Målet er at etablere minimum en, men ambitiøst to produktioner produceret i Fredericia og bragt til publikum nationalt enten som turne eller som Co-produktion.
Mål 2.2. Fredericia Musicalteater udvider teatrets publikum gennem tilstedeværelse lokalt og i hele landet.	<b>Mål 2.2.1 Antal publikum i alt (Fredericia/resten af landet)</b>	20.000 Fredericia 0 Nationalt	23.000 Fredericia 0 Nationalt	25.000 Fredericia 6.000 Nationalt (ca. 24 forestillinger)	27.000 Fredericia 23.000 Nationalt (25-30 forestillinger)
	<b>Mål 2.2.2 Udvikling af strategi for turne i hele landet i samarbejde med f.eks. Danske Teaterforeninger, egnsteatre, landsdelsscener, Koncert og kulturhuse m.fl.</b>	Indledt	Implementeret/Proces	Proces/Evaluering	Evaluering Fortsat

Mål 2.3 Teatret inddrager studerende, praktikanter og performere fra det professionelle miljø med fokus på at udvikle og nytænke musicalproduktioner.	<b>Mål 2.3.1</b> Antal produktioner og/eller projekter med inddragelse af studerende og amatørperformere	1	3	5	6
Mål 2.4 Teatret udvikler årligt nye danske musicalformater for børn og unge	<b>Mål 2.4.1</b> Antal egen-, co-produktioner og gæstespil målrettet børn og unge	1	0	3	4
<b>Samarbejde på tværs af scenekunstens aktører</b>					
Mål 3.1 Fredericia Musicalteater udvikler en række nye produktioner i samarbejde med professionelle kunstnere og aktører om udvikling af forestillinger, genopførelser, fortolkninger og øvrige scenekunstneriske aktiviteter, som part af de tidligere nævnte program.	<b>Mål 3.1.1</b> Antal co-produktioner, events eller andre aktiviteter med professionelle kunstnere og aktører	0	1	2	2
	<b>Mål 3.1.2</b> Antal samarbejder eller co-produktioner om en udvidelse eller genopførelse af en produktion, som er udviklet af Fredericia Musicalteater.	2	3	3	2
Mål 3.2 Teatret gør dets viden tilgængelig, så lokale grupper og initiativer opfatter teatret som en ressource	<b>Mål 3.2.1</b> Tilgængelighed af ressourcer nationalt	Etablering relationer lokale og regionale musikteaterfællesskaber	Udvidelse af netværket ved deltagelse i nationale netværksorganisationer.	Undersøg muligheden for at skabe en digital platform til national brug, hvor relevant viden og information stilles til rådighed	Etablering af en digital medietype, således at alle der er involveret professionelt inden for musical teater i Danmark, kan benytte

for regionen og resten af landet.			Deltagelse i oprettelsen af en Musical teaterfestival og være vært for festivalen i Fredericia		tilgængelig information og ressourcer til at skabe nyt dansk musikteater
	<b>Mål 3.2.2 Tilgængelighed af nyt materiale til publikum nationalt</b>	Ingen aktiviteter	Skabe en landsdækkende turnemulighed for teatralisk præsentation af nye musical teaterkompositioner, der er resultatet af komponistprojektet	Forlænge turneen til årets komponistkoncert  Co-producerer den nationale turné af børnemusicalen, der er skabt i Fredericia	Yderligere udvidelse af turneen af komponistkoncerten  Co-producerer et nyt værk for et yngre publikum, samt en ny musicalteaterproduktion og etablere forestillinger af disse produktioner i mindst to yderligere danske byer.

Mål 3.3 Teatret etablerer løbende kontakt til mulige internationale samarbejdspartnere med henblik på at udvikle den danske musicalscene gennem produktioner på Fredericia Musicalteater.	<b>Mål 3.3.1 Antal produktioner udviklet som følge af kontakter med internationale samarbejdspartnere</b>	1	3	2	3
	<b>Mål 3.3.2 Udvikling af markedsstrategi og strategi for etablering af kontakt til mulige internationale samarbejdspartnere</b>	Samarbejde med et amerikansk forfatterhold og teatret vil være vært for den første læsning af stykket (Maiden Voyage)	Initiere en ny organisation bestående af musical-produserende teater i Norden. Formålet med organisationen er først og fremmest at udveksle ideer og erfaringer, derefter er målet at dele succesfulde casestudier omkring udviklingen af musicalteater på nationalt plan.  Værtsrolle for en workshop med det værk som blev læst i 2021 (Mayden Voyage)	Undersøge muligheden for at blive tilsluttet NAMT (National Alliance for Musical Theatre) og genetablere den relation teatret havde med dem tidligere.  Co-producere med international partner for at sikre produktionen af "Come from away"	Undersøge muligheden for at være vært for en workshopserie eller en oplæsning af et nyt internationalt værk i forbindelse med enten Bites eller Musical Teaterfestivalen
<b>Talentudvikling</b>					
Mål 4.1 Fredericia Musicalteater fremmer blandt andet i samarbejde med Den Danske Scenekunstscole udviklingen af lokalt	<b>Mål 4.1.1 Udvikling af lokalt og regionalt talentmiljø i samarbejde med PORTAL, Musicalakademiet,</b>	Tilblivelse af "Søndag på teatret" der skabes til at give publikum, amatører, musicalfans, studerende og andre professionelle mulighed for talk back	At forbinde hver produktion med en talk back, for at forbedre læring og oplevelser for hver deltager, ved at have mulighed for en	Fortsætte sidste års proces  Vi giver mulighed for at kombinere et musikteatereksperiment	Fortsætte de sidste års processer  Starter vores årlige Musical Teater eksperiment, så



og regionalt talent med fokus på at skabe vækstlag samt styrke potentialet til udviklingen af musicalproduktioner i Danmark.	<b>kunstnere fra amatørmiljøet og andre talentmiljøer</b>	med instruktørerne efter hver produktion.	dialog baseret på egne individuelle mål.  Tilbyde lokalmiljøet hjælp fra en koordinerende person, der hjælper med at designe kostumer og bruge de materialer, teatret har til opbevaring.	(improvisation dette år) med masterclasses og workshops, så også publikum har mulighed for at opleve det  Vi ser på mulighederne for at integrere feedback fra vores publikum, som en del af det samlede input, vi bruger til at skabe vores kommende sæsonprogrammer	forskellige målgrupper kan være en del af eksperimentet  Implementering af en musikalsk workshop proces for internationale musikteaterstuderende i slutningen af sommeren, baseret på en ny musicalteater produktion
	<b>Mål 4.1.2 Antal talentprogrammer og kurser</b>	3 Portal masterclasses	10 Portal masterclasses 5 komponist projekt masterclass	10 Portal masterclasses 5 komponist projekt masterclasses 4 eksperimentel musical masterclasses	10 Portal masterclasses 5 komponist projekt masterclasses 4 eksperimentel musical masterclasses Masterclasses tilknyttet projektet Workshop af ny musical med internationale studerende

### Grøn omstilling af kulturlivet

Mål 5.1 Fredericia Musicalteater udarbejder tiltag, som understøtter en bæredygtig udvikling af teatrets virke, herunder grønne alternativer til den nuværende produktion.	<b>Mål 5.1.1 Udarbejdelse og implementering af intern GRØN-strategi for teaterdriften, herunder målrettet fokus på bæredygtige materialevalg i bygninger såvel som administration</b>	Teatret igangsætter aktiviteter for at stimulere administrationen, produktionsteam og de medvirkende til at arbejde i et papirløst miljø. Ved årets udgang har teatret udviklet en politik, hvori al praksis er defineret. Politikken vil evalueres	Alle nye produktioner vil blive skabt på en bæredygtig måde, så de kan genbruges af andre teatre. For at gøre dette vil teatret lave en produktions-tjekliste, som vil være en del af hver produktionsproces og vil sikre, at alle elementer, der er skabt til produktionen, bliver	Det indføres at produktionsteamet før igangsættelse af scenografi- og kostumeproduktion, gennemgår teatrets lagre, for at afsøge muligheder for genbrug af effekter, scenografi og kostumer. I slutningen af året, bliver dette en standard for teatrets	Ved årets udgang har teatret afsluttet undersøgelsen af at finde muligheder for energireduktion samt overgang til grønne alternativer. Vi tilstræber at få teatrets energiforbrug reduceret maksimalt og få mindst 80 % af det videre forbrug gjort gennem
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	<b>samt reduktion af energiforbrug.</b>	årligt efter implementeringen.	gjort bæredygtige, når det er muligt.	kommende produktions workflow.	grønne alternativer og muligheder, er er til rådighed.
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