

# **Stichting Passaros**

## **Beleidsplan 2022**

### **Introduction**

Stichting Passaros is a foundation ("stichting") organized under Dutch law. The foundation has its registered seat and principal place of business at Willemsparkweg 141, 1071GX Amsterdam, The Netherlands, and is registered with the Amsterdam Chamber of Commerce under number: 83151745.

The business details of Stichting Passaros (hereinafter: the "Foundation") are as follows:

- Tax number (RSIN): 862752838
- VAT number (BTW): NL8627 528 38B01
- Bank: NL24 TRIO 0320297292
- Postal address: Willemsparkweg 141, 1071GX Amsterdam
- Telephone: +31 6 51616046
- E-mail: espacoagoranow@gmail.com

This policy plan gives an overview of (i) the Foundation's strategy and policy, (ii) its activities, (iii) governance (iv) source and collection of funds and (v) financial forecast.

### **II. Strategy and Policy**

The Foundation is a Dutch non-profit foundation with a mission to stimulate, innovate, incubate, produce and carry out activities in the field of international (performing) arts, leadership development, cultural entrepreneurship and innovation.

The objectives of the Foundation are:

1. To establish a network of venues where makers and artists from various disciplines and countries collaborate and experiment with interdisciplinary projects.
2. To promote international and intercultural exchange of ideas and art forms between artists and between artists and audiences in each of these connected venues.
3. To organise international cultural leadership programmes.
4. To promote research into new models of (performing) arts.
5. To raise funds for the realisation of these objectives.

The Foundation is committed to complying with Dutch law, including all audit and transparency requirements, and any reporting requirements that assist it in monitoring the application of the funds it receives. We comply with laws and regulations and maintain financial integrity. We are honest and fair in our communications with our community, the public, media and supporters, including local governments.

### **III. Activities**

#### **1. Spaces:**

In the first three years of operation, the Foundation is developing and opening buildings in five cities for artist residencies and civic dialogue to take place in tandem. These are being developed in Rotterdam, Lisbon, London, Belgrade and Buenos Aires in partnership with civic, cultural and local authority organisations. They will be fit-for-purpose for artists to undertake residencies in support of creating large-scale, original work, and for local communities to gather.

#### **2. Artist Residencies:**

In each of the spaces, the Foundation is providing residences for mid-career performing artists throughout the year. In the first years of operation the Foundation will host between 60-75 artists across

all spaces, who will work on site for a flexible period (e.g. 1 week to 3 months, depending on their needs). Artists will receive payment for their time and living expenses, as well as technical, artistic, pastoral and business support during their time in residence.

3. Civic Dialogue:

Across all Foundation spaces, the organisation will co-design and host regular dialogue workshops with the artists in residence and the local community.

4. Artist Network:

The Foundation hosts knowledge-exchange, ideation sessions for its global network of mid-career performing artists. Growing regularly, this network also informs the development of the Foundation's activities.

5. Fund Development:

The Foundation is raising money via foundations in the Netherlands and internationally, private individuals and building a core endowment fund and a sister investment fund to sustain the Foundation's activities.

6. Knowledge sharing:

The Foundation is organising a number of events aimed at raising awareness about its mission and its approach to artist development. In doing so, the Foundation is building its network of artists, cultural professionals, patrons, donors, and civic leaders. These events include workshops, panel discussions, laboratories and conference participation.

#### **IV. Boardmembers**

The Board of the Foundation is formed by the following three members:

- Chairperson: Mrs. Naomi Russell
- Treasurer: Mr Onno Paijmans
- Secretary Mrs Irene Van Affelen Saemsfoort

The members of the board are jointly authorized to represent the Foundation.

It is envisaged that after the start-up phase, the Foundation will transit into a 2-tier governance model with a 'Bestuur' and 'Raad van Toezicht' in place.

Board member Naomi Russell works in an executive capacity for the foundation developing the project globally, managing the team working in other locations, fundraising and establishing the business plan and strategy for the project long term. She is paid a freelance honoraria in line with Schaal X of the Nederlands Theater and Dans CAO for artistic/business leaders. Other board members are not remunerated, and receive out of pocket expenses only.

#### **V. Funds**

The first financial year of the Foundation ends on the thirty-first of December two thousand and two (2022). The Foundation's working capital consists of subsidy payments, sponsorships, gifts, donations, legacies, inheritances and anything else obtained.

Funding for the activities of the Foundation derives from the donors and supporters, principally foundations and philanthropists. Local chapters will also be responsible for generating local donations. Part of which will be allocated to support a number of activities of the Foundation.

Donations received by the Foundation are in various forms:

- Unrestricted donations
- Donations made towards particular areas of support
- In-kind support for technical expertise

The responsibility for management of funds received by the Foundation lies with its Boardmembers who have mechanisms in place to ensure that all funds are applied in accordance with the objectives of the Foundation, and that any restricted funds are applied as intended.

## **VI. Financial Overview / Forecast**

The period 2021 and through 2022 is a start-up and set-up period. During this first period of the Stichting we're investing in research and development, building the network and feasibility and testing and completing our business case and delivery plan.

During 2021, €86.777 euros has been invested in R+D, feasibility and testing as part of Phase 1 (Start up). Prior to the establishment of the Stichting, the founder and founding team members made personal investments for early stage concept development (cash and pro-bono time) of €19.222 in 2019 and €33.685 in 2020. This phase will complete by June 2022 and we are on track to deliver all our goals.

Phase 2 starting in 2022 will build on the research and business case development to date and begin the process of setting up the infrastructure for each city space, including with our local consortium partners. We expect to invest a further €366.000 euros during 2022 in support of the realization of 5 spaces around the world, which is currently being secured principally from foundations and private donors.

The fundraising plan and financial model is designed to evolve from traditional to an innovative model for the whole international project. We intend to create a new, sustainable model for financing the performing arts and independent artists globally. This will include an endowment and investment fund (co-owned by artists), spin-off ventures to incubate new enterprises by artists and local communities, and financial services for artists + creatives. Alongside our €17.625m campaign fundraising to realise 5 first spaces and their activity, in parallel we have a target for the endowment fund of €10m euros by 2025. During 2022 we are taking first steps to activate our long-term financial goals through approaches to high value donors and investors. The investment made by the foundation in 2021 and 2022 is undertaken as investment to ensure we both realise 5 spaces around the world by 2024 and lay strong foundations for ongoing transformational fundraising and revenue generation, building a financial model to support the sustainability of our residency and space model for artists and communities around the world over the long term.