



CADA-ON ANNUAL REPORT 2013/14

October 25th, 2014

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MISSION STATEMENT

CADA-ON is a non-profit organization that empowers and educates its membership of dance artists towards the use of best practices within an evolving sector.

ABOUT CADA-ON

CADA-ON was formed in 1986 in response to impending Status of the Artist Legislation in Canada and incorporated in the Province of Ontario in 1995 to improve the status and working conditions of dance artists. We are a grassroots arts service organization and work to empower and educate members towards self-representation. Our major sphere of activity is best practices and our guide, Professional Standards for Dance (PSD), is a living document responding to the sector. It was first published in 2003, Version 2 was published in 2009 and Version 3 will be published spring 2011. We support our mission with resources including professional development tools and research and development in areas affecting artists' economic status. The CADA-ON model reflects a community in which an artist's roles are fluid amongst contractor, contractee or member of a collective and is an alternative to the traditional labour/management model. We address the needs of a community in which the vast majority of artists are self-employed.

CADA-ON collaborates with many other organizations and increasingly functions as part of a community of practice and agent for change within networks. Our relationships include sharing our membership of individual artists through joint membership with Canadian Dance Assembly and acting for Status of the Artists issues within the Coalition of Provincial Arts Service Organizations (PASO Coalition).

This past year has seen CADA-ON move forward on three main fronts: the administration of its programs, organizational stability and active recruitment of key partnerships with other stakeholders in the dance milieu in Canada. All of this has been achieved while simultaneously undergoing a process of self-reflection and a return to our founding core values – pursuing our goal of building a strong dance community through our focus on the status of the individual dance artist and working to empower and educate our members towards self-representation

Accomplishments:

- Published a three-year Strategic Plan
- Published the results of our previous Community Consultations
- Reached a historical record high membership number of 217 members
- Strengthened partnerships with the Canadian Dance Assembly (CDA), the Dance Umbrella of Ontario (DUO), and Canada's National Ballet School (NBS)
- Started a Twitter account and now maintain a blog on our website.
- The Professional Standards for Dance was made completely available online, to serve a wider audience of dance artists.
- Implemented the use of Google analytics and other online tools to accurately gauge our members' interest and use of our online content.

This past year we successfully transitioned to a new staffing model for CADA-ON with an administrative director and a membership coordinator. This new staffing model has allowed the organization be more efficient with it's limited resources and to also communicate more effectively with our members. CADA-ON's voice on social media and online presence has increased exponentially this past year thanks in large part to the new staffing model and the staff's tech savvy ways. We are happy to say that as the result of the amazing hard work of our administrative director, Amelia Ehrhardt and Lesley Bramhill, our membership coordinator, the organization has never been stronger.

2013/14 saw the Training Subsidy Program (TSP) cap raised to \$325 and a record-high usage of the program in the spring of 2014. Approximately 61% of our membership accessed the TSP, which neared our goal of 65% usage from our membership. This upward trend seems to continue in the first part of this membership year.

The progress of Version 4 of the Professional Standards for Dance (PSD) document continues to develop as we prepare for a release later in 2015. The findings from our two previous community consultations with the urban dance and African diaspora communities will be incorporated into Version 4.

CADA-ON continued to initiate strategic partnerships this past year, strengthening its current relationships and seeking out new opportunities for collaboration. A highlight for us was partnering with The Dance Umbrella of Ontario (DUO) and Canada's National Ballet School (NBS) in arranging a program where rehearsal space in non-peak hours at the NBS facilities is available for free to our

members. Also of note, CADA-ON initiated a dialogue with the respective boards of Dance Ontario and DUO to begin talking about ways in which these three organizations could collaborate and perhaps pool resources in an effort to serve more efficiently our overlapping members.

On reflection, the 2013-14 year has been characterized by an incredible amount of work put into planning and solidifying the work, programs and ethos of CADA-ON. This necessary work is already beginning to show benefits as we move forward with a dynamic organization that is able to listen to and respond to it's membership while continuing to work and advocate for the status of the individual dancer on a variety of fronts.

Treasurer's Report
Andrea Roberts

Please see the 2013/14 audited financial statements.

CADA-ON 2013-14 Board of Directors		
<u>Executive Committee</u>		
Michael	Caldwell	(Co-Chair)
Brodie Stevenson (Co-Chair)		
Andrea Roberts (Secretary/Treasurer)		
Jennifer	Dallas	(Treasurer)
<u>Members</u>		
Amanda		Acorn
Catalina Fellay		
Mairéad Filgate		
Ofilio Portillo		
Bageshree Vaze		

Administrative Director's Report

Amelia Ehrhardt

The 2013/14 year at CADA-ON was exciting and full of transitions! After coming aboard in October 2013 to replace Chrystine Chambers, I have been lucky to see the organization grow and continue to move forward. Through the hard work of our Board of Directors, new Membership coordinator Lesley Bramhill and I were able to successfully transition into not only new positions for us, but also new positions for the organization. I feel confident that with a solid year behind us, Lesley and I alongside the Board can continue to lead CADA-ON in the strong direction it is currently moving.

Membership

2013/2014 Final		%	Compared to 2012/2013	%
Total # of members	217		189	
New members	57	26%	48	25%
Renewals from 2012/2013	148	68%	135	71%
Renewals from past years	12	6%	8	4%
Category Breakdown				
Professional Artist	134	63%	119	63%
Emerging Artist	69	30%	57	30%
Associate	14	7%	13	7%
Lifetime	2	1%	2	1%
Geographical Breakdown				
Members in Toronto	159	%	134	71%
Members in Ontario	209	%	176	93%
Outside Toronto	58	%	42	22%
Out of Province Members	8	%	13	7%

In 2013/2014 CADA-ON was able to increase the total number of members to 217. 2013/2014 was a record year for CADA-ON, after reaching 200 members for the first time. Membership grew exponentially, seeing a 15% increase. An active Board-based Membership Committee has been working towards seeking new members for CADA-ON, as well as engaging lapsed members from previous years. Our increase in new members is continuously moving in a forward direction, and so we are working harder than ever on retaining and re-engaging former members. This includes outreach events, personal solicitations and deeper discussions about CADA-ON and its role in the community. Additionally, the value of having a dedicated membership coordinator is particularly apparent with this drastic increase in membership.

We were happy to see an increase in members from other regions of Ontario this year and feel confident that our continued efforts towards this goal will help continue to increase that number. Moving forward we plan on continuing to explore new ways to engage with potential members outside of Toronto.

CADA-ON began a series of community consultations with members of the Street Dance and African Dance communities. With the help of an Arts Service Project grant from the Ontario Arts Council, we were able to hire Soraya Peerbaya to plan and facilitate a series of discussions about CADA-ON's current relationship with these communities and about building stronger, more meaningful relationships moving forward. While the research and preparation took place in 2012-2013, the actual consultations began in the summer of 2013. At the end of the 2013/2014 year we were able to post the reports produced by Soraya to our website and disseminate them to the CADA-ON membership. The goal of these consultations is to figure out how CADA-ON could not only better

communicate and form relationships with these communities, but how their needs could be reflected in the day-to-day activities and services in an organization like CADA-ON. What are their training styles and needs? How do they define themselves as professional artists? What kind of fees do they charge and how are those fees reflected in our Professional Standards for Dance? Through these discussions, and now the findings presented to us in the reports, we will reconsider the way we express our mandate and describe our services to be more inclusive and to accommodate the inherent differences of each genre.

We are currently at 199 members for the 2014/2015 year.

Training Subsidy Program

	2012/13	2013/14
Total Eligible Members	178	198
# of Participating Members	112	120
% of Participating Members	63%	61%
Total Reported Artist Spending	\$58,996	\$63,768.11
Average Reported Artist Spending	\$526.75	\$531.40
Total CADA-ON Disbursement	\$28,383	\$30,782.27
Average Disbursement	\$253	\$256.52
Cap	\$300	\$325

In 2013/2014 TSP usage decreased on a percentage level but saw a drastic increase in reported artist spending, at nearly a \$5,000 increase from 2012/2013.

CADA-ON disbursed \$30,782.27 in training disbursements, which is more than \$8,000 more than last year.

We will continue to encourage members of diverse dance genres, including Street Dancers, Flamenco artists, Belly-Dancers and the South East Asian community, to become members of CADA-ON and to use the TSP to receive reimbursements for their training. We believe that the results of our community consultations will help us better understand how to make this goal a reality. These diverse communities often have different training structures than contemporary dancers and we want to reflect that in our promotional activities. We will also start directly promoting the TSP at various institutions and training facilities around the city to remind current members about the reimbursement, to increase our the percentage of eligible members using the program, and to promote the TSP as a useful service to potential new members.

Professional Standards for Dance, PSD

In 2013-2014 the PSD was moved to our website. This process, part of our overall website rebuild, saw the PSD become embedded to the website, itemized by section, as well as embedded as a PDF and available for download. This move has made the PSD available to the entire community and any interested parties, and has increased its reach exponentially.

The Board continues to work towards edits to the document with the awareness the PSD requires changes more complicated than a simple revision. CADA-ON is becoming increasingly aware, particularly after the results of our community consultations, that the document does not reflect the working conditions and relationships of all dance styles within the professional dance community in Canada, and we are currently brainstorming ways to make this less of an issue. We hope to uncover some, if not all, of these differences during our community consultation process. While we realize

that including everything in a document of the nature is not feasible, we are exploring ways to be as inclusive as possible. This includes using case studies depicting different situations and referencing other resources from organizations such as Equity, ACTRA, CARFAC and the Associated Designers of Canada.

Professional Development Program

In an effort to increase the geographical reach of our services, CADA-ON set-out to create a series of online professional Development videos. We were able to hire videographer André Kassermelli to help us film and edit professional development videos; the first being a promotional video for CADA-ON to assist with membership outreach. Other topics were derived from PSD content and include; contract negotiating and injury management. The promotional video will debut with our new website. The remaining videos have been filmed and will be edited in the coming months.