



Canadian Alliance
of Dance Artists - Ontario Chapter



CADA-ON Members (clockwise):
Nova Bhattacharya, Sandra Clarke, Sarah Lochead
Yves Candau, Natasha Bakht & Cindy Gin-Lee Yip

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ANNUAL REPORT

2008/09



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MISSION STATEMENT

CADA-ON is a non-profit organization that empowers and educates its membership of dance professionals to promote the art form in society.

The 2008/2009-year saw the board go through tremendous organizational development, contributing grounding in operations for the association itself, and a greater clarity and strength in our programming for the membership. This was done under the guidance of our Executive Director Elizabeth Chitty, and through actions such as reworking the board orientation package, and creating working committees with set mandates (for advocacy, professional development, communications, membership and fundraising), which along with the Executive committee, provide ongoing consultation to the ED. I am proud to say the board has regained stronger leadership capabilities, keeping programming moving forward with greater efficiency than in recent years.

Highlights from this year include:

- Solidifying our joint membership with the Canadian Dance Assembly
- Launching Version 2 of the PSD
- Updating the By Laws (including opening membership to non-landed immigrants)
- Setting a Conflict of Interest Policy for Board members

The board's main areas of continuing focus this year were setting Strategic Plan actions for the 09/10 year, considering charitable status (and its implications to our by-laws), and analyzing the association's organizational sustainability. Briefly, we have moved to not pursue charitable status, as there is a conflict between our program and the charitable purposes/public benefit.

Chair's Report Sasha Ivanochko



With regards to sustainability, we are indeed looking at some challenges in the near future. The Ontario Trillium Foundation funding will be used within the next two years, and beyond that, we will not be able to operate at our current level solely on government funding and earned revenues. We have been considering various models and strategies to overcome this. The incoming board will be responsible for visioning during this time period, and your membership involvement will be of paramount importance and value to the association. I realize that this information has serious implications for the membership and the community as a whole. However, we can use this position as way to identify, deepen and exercise our community values, and pull together, with body and intelligence, to create new supportive systems for the future.

There are a number of board members who are at the end of their terms, or have decided to step down. I would like to thank Matthew Romantini and Bridget Cauthery for their contributions, and Jennifer Dick and Louis Laberge-Cote, both former Chairs, for their solid and creative leadership throughout the years.

I am also at the end of my term, and though I hope to have the opportunity to serve again in the future, I have decided to take a break from the board for the time being. It has been a privilege for me to Chair the Board of Directors of CADA-ON, and I am extremely proud of the growth the association has undergone in the past three years. I have learned a tremendous amount while in this role, and I would like to thank the membership for entrusting me with the responsibility. I would especially like to thank Elizabeth Chitty and Nova Bhattacharya for their support and guidance. And it is with great happiness that I announce that Lucy Rupert and Nova will be your new Co-Chairs.

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. We are a grassroots arts service organization that operated without full-time staff until 2008 when an Ontario Trillium Foundation grant made that possible, and we remain primarily artist-run. We are not a union or regulatory body. We work to empower and educate members towards self-representation. We offer assistance in conflict resolution. We see our principles, policies and programs in a community-building context, believing that all parties in the dance milieu have a shared interest in building a strong dance community. Our specialized interest is in the status of the individual dance artist. CADA-ON first published its best practices guide, *Professional Standards for Dance (PSD)* in 2003 and Version 2 was published in February 2009. Our programs reflect a holistic dance community in which an artist's roles may simultaneously encompass contractor, contractee or member of a collective – an alternative to the traditional labour/management model. However, we also have members who are employees. To achieve its goals, CADA-ON collaborates with many other organizations.

Treasurer's Report

Nova Bhattacharya

Please find CADA-ON's first audited financial statement at the back of this Annual Report.



Advocacy Committee Chair's Report

Louis Laberge-Coté

Committee Members: Tracey Norman, Lucy Rupert, Louis Laberge-Côté (Chair)

Mandate

The Advocacy Committee is responsible for CADA-ON's arts advocacy. It encourages the membership to engage in arts advocacy in the public and political milieus, within limitations set by governments, and will share information as a tool to achieve that goal. The Committee provides support to Canadian Dance Assembly to enable their representation of the interests of dance artists.

During 2008/09 the Advocacy Committee set a new mandate and decided to focus on divulging arts advocacy-related information to the CADA-ON membership through the e-newsletter at least once every 2 months. Since this decision was made, four "Advocacy Reports" were sent, summarising information received by different arts organisations. Feeling that this activity was successful, the Committee decided to keep this format for 2009/10. The Advocacy Committee also provided consultation to the Executive Director regarding CADA-ON's involvement with a number of national advocacy issues and our collaboration with national advocacy organizations.

Communications Committee Chair's Report

Lucy Rupert

Committee Members: Bridget Cauthery, Matthew Romantini, Lucy Rupert

Mandate

The Communications Committee is responsible for enhancing member engagement through the delivery of effective and timely communications that include an interactive website, an e-newsletter and other web presences. Such communications strive to promote networking among the membership as well as best practice awareness and support. The Communications Committee is responsible also for an annual communications plan for promotion of CADA-ON programs and services.

In 2008-09 the major actions of the Communications Committee were to draw up a mandate, drafted by Bridget Cauthery; set a policy for e-News; determine expenditures for maintaining our presence in The Dance Current; withdraw from the Community Zero site; set a Communications plan for 2009-2010, the focus of which is to assemble a new website for CADA-ON as a single entity (with, of course, links to and support of our local and national community partners).



Fundraising Committee

Committee Members: Kate Alton, Tina Fushell, Matthew Romantini (Chair), Matt Waldie

Mandate

The Fundraising Committee is responsible for planning and implementing private sector revenue generating activities and related policies in accordance with identified needs on a project by project basis.

No Chair's Report is available. The Committee set a mandate and carried out a fundraising event, the party, *Searching for Marge*, which was a success with many volunteer contributions. It was assisted in achieving fundraising goals by the volunteer contribution of Julye Huggins who organized *Silly Walks* on International Dance Day in support of CADA-ON. *ec*

Professional Development Committee Chair's Report Tracey Norman



Committee Members: Kate Alton, Jennifer Dick, Sasha Ivanochko, Tracey Norman

Mandate

The Professional Development Committee is responsible for the instigation of conferences and workshops geared towards the needs of CADA Ontario's membership. The Committee cooperates with other organizations in order to disseminate thorough and appropriate information to its members and encourages them to actively pursue professional development.

During 2008/09 the Professional Development Committee set a new mandate and met on several occasions. During these meetings the committee was able to aid in the completion of all of its 08/09 Strategic Plan actions and set the actions for 09/10. By Spring 2009, the committee had completed the lay-out for the 09/10 Program including detailed plans for the conference, workshops, Knowledge Cafés and PSD overviews. As well, a mandate was set for the Knowledge Cafés. In the later part of the year, the committee planned the details of the September 09 conference and discussed possibilities for board development.

Executive Director's Report Elizabeth Chitty



I would like to begin by thanking Sasha Ivanochko, our out-going Chair, for the excellent leadership she has shown since my hire at CADA-ON in March 2008. My ability to do my job well is highly impacted by the intelligence, wisdom and diligence of the Executive Committee. Thank-you also to the rest of the Board; the membership and I have great reason to be grateful for their hard work. Thank-you also to Committee members who are not Board members and I encourage more members to join our committees.

This year was one of change and accomplishment. We aligned our membership year with our fiscal year and have the organization's first-ever audited financial statements. We initiated an electronic newsletter. We prepared our 3 Year Strategic Plan during fiscal 2007/08, the draft of which was presented to the membership at last year's AGM. We began an association with the Provincial Arts Service Organization (PASO) Coalition. 2007/08 was the first full year of three years of Ontario Trillium Foundation funding.

We hired a Membership Services Coordinator for 12 hours a week in September. Aimee Velle was a great asset to the organization until she moved onto full-time employment in December and since January we have employed Ariel Lin, an Arts Administration student at University of Toronto. Thank-you to them both. Thank-you also for the support of our contracted service providers, bookkeeper Kinga Wnuk of KW Business Services, and designer Ana Matic of Matica Designs.

In June 2008, we put forward a recommendation that Canadian Dance Assembly undertake feasibility for a national Training Subsidy Program and subsequently



**Membership Committee
Chair's Report
Matt Waldie**

Committee Members: Nova Bhattacharya, Sasha Ivanochko, Kennetha O'Heaney, Matt Waldie

Mandate

The Membership Committee of CADA-ON is responsible for the growth, support and participation of the CADA-ON membership. It reviews eligibility, categories, membership campaigns and on-going programs and services outside the purview of any dedicated program committee.

The Membership Committee worked with the Executive Director largely on reviewing and amending the application and agreement for the 2009/10 year; most changes were made to the Associate category. The committee also worked with the Executive Director to set membership strategic goals for the 2009/10 year (see Strategic Plan, Year

developed the joint membership. It is disappointing that to date there is no progress with this project.

In the fiscal year upon which we are reporting, only three TSP disbursements totaling \$14,800 are included in the audited statement. (A disbursement paid out in August 2008 appeared as accounts payable in our 2007/08 financial statement and the June 2009 disbursement will be reflected in our 2009/10 audit as we complete alignment of our practices.) In 2008/09, 85 members, or 62% of our eligible members, participated in the TSP Program, receiving an average disbursement of \$138. We instituted clear deadlines and a claim procedure using a form.

We have aligned the accident insurance policy with our fiscal year. In 2008/09 we saw the cost of our members' policy rise from \$7,937 to \$10,341 and during the year received

notice of the increase for 2009/10 to \$14,725. Even with these increases, our policy continues to cost the insurer and we feel fortunate that we are able to continue to offer this program. Its sustainability is a challenge we face for the immediate future.

For the first year we offered a Professional Development Program. We delivered the conference, *Naked Goals: Identifying & Articulating Your Artistic Vision*, the workshop, *Skills for Communicating & Preventing Conflict*, and postponed *Preparing Contracts* to 2009/10 due to lack of participation. We received excellent evaluations on our program but too few of our members attended.

We published Professional Standards for Dance Version 2.0 in February 2009. The focus of Version 2 was a new conflict resolution section, a new contract template and the revision of language that did not reflect CADA-ON but was reflective of a union. My primary partner in much of this work was our volunteer legal counsel, Glenn Wheeler, who has been a great supporter of CADA-ON and to whom we express our thanks. In my time with CADA-ON I have grown passionate about how this organization reflects collaborative and empowering values and how the PSD serves a community that operates on a different model from the conventional, adversarial labour/management model. I consider this a great strength of the organization. We participated during the year with Masters thesis student Christa Lohead regarding the impact of the PSD and look forward to the outcome of that research.

At fiscal year end, we had 153 members, down from 162 end of 2007/08 – we assume that this was primarily a result of more rigorous practice regarding renewals than was the case in the past. Professional Artist members represent 66% of that membership and Emerging Artists represent 23%. At year end 143 of our members lived in Ontario with 119 of those living in Toronto. During the year, we undertook Membership Development in Ottawa, St. Catharines and in culturally specific conferences and schools in Toronto as well as in the context of PSD Overviews in professional training programs. We also undertook an unsuccessful Associate Member drive.

This was a year of many achievements. The time remaining until the end of OTF funding on March 31, 2011 will be a time when we need membership engagement and further hard work if the community wishes for CADA-ON services to continue to be delivered. I am proud to serve this membership.

**CANADIAN ALLIANCE OF DANCE ARTISTS –
ONTARIO CHAPTER**

FINANCIAL STATEMENTS

MAY 31, 2009

AUDITORS' REPORT

To the Directors of **Canadian Alliance of Dance Artists – Ontario Chapter**

We have audited the balance sheet of **Canadian Alliance of Dance Artists – Ontario Chapter** as at May 31, 2009 and the statement of operations and changes in net assets for the year then ended. These financial statements are the responsibility of the organization's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the organization as at May 31, 2009 and the results of its operations, changes in net assets and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

DRAFT

Toronto, Ontario
September 11, 2009

Chartered Accountants
Licensed Public Accountants

CANADIAN ALLIANCE OF DANCE ARTISTS – ONTARIO CHAPTER
(A not-for-profit organization)

Balance Sheet as at May 31, 2009

	2009	2008
CURRENT ASSETS		
Cash	\$ 27,200	\$ 6,127
Guaranteed investment certificate	-	25,000
Accounts receivable	524	160
Prepaid expenses	<u>16,608</u>	<u>10,508</u>
	<u>\$ 44,332</u>	<u>\$ 41,795</u>
CURRENT LIABILITIES		
Accounts payable and accrued liabilities	\$ 3,338	\$ 11,020
Deferred membership fees	400	80
Deferred grants (Note 4)	<u>39,178</u>	<u>42,651</u>
	<u>42,916</u>	<u>53,751</u>
NET ASSETS		
Accumulated surplus (deficit)	<u>1,416</u>	<u>(11,956)</u>
	<u>\$ 44,332</u>	<u>\$ 41,795</u>

Approved by the Board

_____ Director

_____ Director

See accompanying Notes to Financial Statements

CANADIAN ALLIANCE OF DANCE ARTISTS – ONTARIO CHAPTER
(A not-for-profit organization)

Statement of Operations and Changes in Net Assets

For the year ended May 31, 2009

	2009	2008
REVENUES		
Government funding (Note 4)	\$ 92,073	\$ 53,956
Membership fees 11,600		11,040
Fundraising 105		2,473
Interest and other earned revenues	<u>978</u>	<u>-</u>
	<u>106,564</u>	<u>65,661</u>
EXPENSES		
Salaries and contract services	52,393	35,055
Programs	27,317	26,917
Membership and marketing	5,570	5,575
Rent (Note 5)	4,200	5,664
Fundraising 3,421		692
Office and general	<u>3,020</u>	<u>5,709</u>
	<u>93,192</u>	<u>82,341</u>
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	13,372	(16,680)
ACCUMULATED SURPLUS (DEFICIT), Beginning of year	<u>(11,956)</u>	<u>4,724</u>
ACCUMULATED SURPLUS (DEFICIT), End of year	<u>\$ 1,416</u>	<u>\$ (11,956)</u>

See accompanying Notes to Financial Statements

**CANADIAN ALLIANCE OF DANCE ARTISTS – ONTARIO CHAPTER
(A not-for-profit organization)**

Notes to Financial Statements

May 31, 2009

1. ORGANIZATION AND OPERATIONS

Canadian Alliance of Dance Artists – Ontario Chapter is a not-for-profit organization incorporated without share capital under the laws of Canada. The objective of the organization is to improve the financial status and the physical and social working conditions of all independent and company affiliated dance artists in Canada, and to provide a forum for increased communications among the dance community. The organization is exempt from income taxes as a not-for-profit organization under Section 149(l) of the Income Tax Act (Canada).

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

These financial statements are the representation of management and have been prepared in accordance with Canadian generally accepted accounting principles.

Revenue recognition:

The organization follows the deferral method of accounting for contributions. Unrestricted contributions are recognized as revenues in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Contributions explicitly and implicitly restricted by the donor are deferred when received and recognized as revenues in the year in which the related activity takes place and expenses are incurred.

Revenues from workshops and interest are recognized when earned.

Memberships and fundraising revenues are recognized as revenues when the funds are received.

Capital expenditures

Purchases of computer and other equipment are charged to expense when incurred.

Statement of cash flows

A statement of cash flows has not been presented as it would not provide additional meaningful information.

Comparative figures:

Comparative figures for the year ended May 31, 2008 are unaudited.

Measurement uncertainty

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect

the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. Actual results could differ from those estimates.

Contributed services

The organization receives voluntary services from many of its members and supporters. Since these services are not normally purchased by the organization and because of the difficulty of determining their fair value, they have not been recognized in these financial statements.

3. FINANCIAL INSTRUMENTS

The fair value of the organization's financial instruments, which consist of cash, accounts receivable and accounts payable and accrued liabilities approximates their carrying value due to the relatively short term to maturity of those instruments.

4. GOVERNMENT FUNDING AND DEFERRED GRANTS

Revenues from government funding consist of the following:

	2009	2008
Canada Council for the Arts	\$ 20,000	\$ 22,444
Ontario Arts Council	10,000	12,163
Ontario Trillium Foundation	53,073	11,349
Toronto Arts Council	<u>9,000</u>	<u>8,000</u>
	<u>\$ 92,073</u>	<u>\$ 53,956</u>

Deferred grants at May 31 consist of the following:

	2009	2008
Canada Council for the Arts	\$ 20,000	\$ 20,000
Ontario Trillium Foundation	<u>19,178</u>	<u>22,651</u>
	<u>\$ 39,178</u>	<u>\$ 42,651</u>

5. PREMISES LEASE COMMITMENTS

Under the terms of an operating lease for office premises expiring May 31, 2010, the organization pays rent of \$350 per month plus applicable taxes.