



CADA-ON ANNUAL REPORT 2014/15

November 14, 2015

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).

CADA-ON 2014-15 Board of Directors

Executive Committee

Brodie Stevenson (Chair)

Michael Caldwell (Secretary)

Andrea Roberts (Treasurer)

Members

Amanda Acorn

Danielle Baskerville

Chrystine Chambers

Catalina Fellay-Dunbar

Mairéad Filgate

Slade Lander

Samantha Mehra

Ofilio Portillo

Chair's Report

Brodie Stevenson

This past year has seen CADA-ON continue to build on its organizational stability, actively engage and respond to its membership and continue to pursue key partnerships with other stakeholders in the dance milieu in Canada.

CADA-ON has undergone a simultaneous process of moving forward with new initiatives while continuing to strengthen our core mandate and values. This has allowed CADA-ON to continue to administer our programs and support our membership – 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:

- Updated our three-year Strategic Plan include the 2017/18 membership year
- Identified the Flamenco and Aboriginal dance genres as the next two communities to conduct Community Consultations with.
- Maintained our historical record high membership with over 200 members
- Strengthened partnerships with the Canadian Alliance of Dance Artists/West (CADA/West), Canadian Dance Assembly (CDA), the Dance Umbrella of Ontario (DUO), and Canada's National Ballet School (NBS)
- Maintained a responsive and dynamic presence online through the use of social media such as our Twitter account, Facebook page, blog, website, and e-news.
- Conducted research and created a report, *Research for a New Version of the Professional Standards for Dance (v. 4)* – an important first step in producing version 4 of the PSD.
- Created new materials for a fundraising drive that will be targeted towards both corporate entities and small business. This initiative will be implemented in 2016.
- Conducted outreach at many of the summer training programs and festivals this past summer, including: Pro Arte Danza, Peggy Baker Dance Projects and the dance: made in canada / fait au canada Festival

This past year we successfully maintained our new staffing model, with an administrative director and a membership coordinator. This new staffing model has allowed the organization be more efficient with its limited resources and to also communicate more effectively with our members. This model also allows for flexibility in hours for each staff member so as to accommodate the demands of CADA-ON as well as the personal schedules of our staff. We are happy to say that as the result of the amazing hard work of our past administrative director, Amelia Ehrhardt and our membership coordinator, Lesley Bramhill, the organization has never been stronger.

2014/15 saw the Training Subsidy Program (TSP) cap maintained at \$325. Due to the past record high use of the program along with our increased membership numbers it was decided to maintain our current program cap. An internal cap equal to the amount of the funding received for the program was put in place to ensure that CADA-ON can continue to

deliver the program for all of it's members. This also ensures that the organization stays on a solid financial footing.

The progress of Version 4 of the Professional Standards for Dance (PSD) document continues to develop as we prepare to implement changes during the 2015/16 year. The findings from our two previous community consultations with the urban dance and African diaspora communities as well as the findings from our future community consultations will be incorporated into Version 4.

CADA-ON conducted a broad survey of both its membership and of current partner organizations and of general stakeholders in the dance milieu to begin the process of revising the PSD document to become a more inclusive living document. The report, "Research for a New Version of the Professional Standards for Dance (v. 4)" was compiled by Larissa Taurins-Crawford and will serve as a guideline and starting point for the revision of the PSD.

CADA-ON continued to initiate strategic partnerships this past year, strengthening its current relationships and seeking out new opportunities for collaboration. A highlight is the closer partnership with our sister organization, CADA/West. This has led to more coordination and communication between the organizations and an exciting discussion about a national database of members to facilitate a more comprehensive TSP coverage across the country and to allow members to process their own TSP claims.

Also of note, CADA-ON will be embarking on a partnership with GMD Toronto, an organization that offers regular contemporary dance training, to offer a discount to all CADA members up front. This will be a pilot project commencing in early 2016.

In general this past year has been an excellent year for solidifying and clarifying CADA-ON's programs, partnerships and trajectory in the dance community. The organization is on a solid footing and has attracted a variety of dynamic and variously skilled individuals to the board. This past year was characterized by the sense that the organization has continued to do the work that enables CADA-ON to stride forward, creating a strong base from which to operate from. CADA-ON is a vibrant and responsive organization today and is in an excellent position to continue to serve and educate our members and to advocate on their behalf towards an equitable environment of best practices and self-representation.

Treasurer's Report
Andrea Roberts

Please see the 2014/15 audited financial statements.

Administrative Director's Report
Amelia Ehrhardt

The 2014/15 year at CADA-ON was a year of much stabilization. After a tumultuous year in 13/14, we were happy in 14/15 to see the stabilization of many of our programs. We implemented several exciting new programs, including access to pro-bono legal consultation and a partnership with Canada's National Ballet School offering free rehearsal space. Our membership numbers continued to climb, reaching 240 by the end of the year, a total increase of 10%. Thanks to the dedicated work and conscientious leadership of the Board of Directors, CADA-ON continued to increase in capacity and numbers.

Membership

| 2014/15 Final | | % | Compared to 2013/14 | |
|-------------------------------|-----|----------|----------------------------|------|
| Total # of members | 240 | | 217 | |
| New members | 53 | 22% | 57 | 26% |
| Renewals from 2014/15 | 187 | 78% | 148 | 68% |
| Category Breakdown | | | | |
| Professional Artist | 133 | 55% | 134 | 63% |
| Emerging Artist | 92 | 38% | 69 | 30% |
| Associate | 13 | 5% | 14 | 7% |
| Lifetime | 2 | .01% | 2 | .01% |
| Geographical Breakdown | | | | |
| Members in Toronto | 173 | 72% | 159 | 73% |
| Members in Ontario | 233 | 97% | 209 | 96% |
| Outside Toronto | 67 | 28% | 58 | 27% |
| Out of Province Members | 7 | .03% | 8 | .04% |
| | | | | |

2013/2014 was a record year for CADA-ON, after reaching 200 members for the first time, and the rate of growth we experienced in 2014/2015 matched what we saw in the previous year. Membership grew exponentially, seeing a 10% 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. Invigorated by the growth we have seen recently, 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 second year in a row of a 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. Our outreach activities in Hamilton and London helped build on that momentum. With the addition of Ottawa-based Board Member, and former Administrative Director, Chrystine Willams to the board, we were able to have an in-person reach more consistently than with our typical occasional outreach activities based on travel schedules.

We are currently at 230 members for the 2015/2016 year.

Training Subsidy Program

| | 2013/14 | 2014/15 |
|---|----------------|----------------|
| Total Eligible Members | 198 | 227 |
| # of Participating Members | 120 | 172 |
| % of Participating Members | 61% | 76% |
| Total Reported Artist Spending | \$63,768 | \$75,707 |
| Average Reported Artist Spending | \$531 | \$440 |
| Total CADA-ON Disbursement | \$30,782 | \$36,545 |
| Average Disbursement | \$256 | \$212 |
| Cap | \$325 | \$325 |

In 2014/2015 TSP usage increased dramatically, as did artist spending, at nearly a \$5,000 increase from 2013/14.

CADA-ON disbursed \$36,545 in training disbursements, which is more than \$5,763 more than last year.

Professional Standards for Dance, PSD

In 2014/2015, we engaged the assistance of workstudy student (and now current Administrative Director) Larissa Taurins-Crawford to help us in our planned PSD overhaul. Alongside Board Co-Chair Michael Caldwell, a series of focus groups were conducted and an online survey was disseminated to the community to ascertain the on-the-ground level of engagement the community has with the PSD. What works? What needs changing? How could this be a better tool for your dance practice? These were the questions we were interested in when we began the process. We were thrilled at the level of engagement with these inquiries, with 78 survey respondents and 7 focus group participants lending their valuable opinions to our research. Our next steps are to consolidate this information into a long-awaited Version 4 of the PSD. Our goal is to make the document more accessible and useable in real-life situations, and to update the fee payment charts based on feedback and inflation.

Two new programs introduced

In 2014/2015 we were thrilled to introduce two exciting new programs for our members. The first was pro-bono legal consultations offered by Independent Barrister Irma Sirvinskaite. This program offers CADA-ON members up to 10 hours a month of free legal consultation. Sirvinskaite specializes in copyright and entertainment law and her services are extremely relevant and useful for our membership. The second program is access to free studio space during non-peak hours at Canada's National Ballet School. Subsidies for studio rentals are something we often get requests from the membership for, and while we have not been able

to offer it in the past, we are thrilled for the steps towards this goal that this program is able to offer. Members can access studio space between 8-10 PM on weekday nights, weekend afternoons and evenings, and longer periods during school holidays.