

# DanceNL

APPENDICES to the Strategic and Operational Review  
2015 – 18

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<b>Function Themes</b>						
<b>Operations and Human Resources</b>	<b>Programming, Outreach</b>	<b>Advocacy, Profile, Communication</b>	<b>Relationships</b>	<b>Revenue Generation</b>	<b>Governance</b>	<b>Education</b>
Develop a staffing plan and budget (short and mid term); address issues such as office, phone, internet,	Develop a n NL Moves Disability	Continue to serve on external committees and represent Dance to a wider community	Strengthen relationships with DTAN, NDW, Kittiwake – focus on the Win-win	Develop a fundraising plan	Establish Board member portfolios and put on website	Look for ways to continue or build the Dancer in Residence Program
Improve Database capacity	Program to strengthen capacity in professional dance community	Consider shifting the AGM to Dance Week and repositioning it without the performance event	Strengthen relationships with Canada Council, Provincial Funders, and Municipality to build awareness of your needs, activities, strengths	Fundraising training for Board	Develop a membership structure with clear benefits	Explore options for Distance Education
Move to Computerized Accounting	Plan for more outreach to outlying communities	Consider the development of and awards /performance event honouring those who have contributed to NL dance in ways that fit the mandate	Strengthen relationships with other dance service organizations that have similar situations (wide spreadcommunities, less developed dance community) – find ways to work	Look for new sources of project funding - health	Update Board package after planning complete	Continue to work with the k-12 education system to strengthen dance presence in the schools

			together with funders			
<b>Operations and Human Resources</b>	<b>Programming, Outreach</b>	<b>Advocacy, Profile, Communication</b>	<b>Relationships</b>	<b>Revenue Generation</b>	<b>Governance</b>	<b>Education</b>
Consider designating some of the accumulated surplus	Consider a program of workshops to strengthen teaching skills	Consider awarding small scholarships/grants	Attend major dance activities in outlying communities – have a presence (e.g Goose Bay Festival)	Work with CC towards operating funding for Regional Service Organizations		
Consider managing a facility = explore with City	Awards/performance event?	Develop a clear communication plan/template for promoting in a timely way	Strengthen connection to TDT – look for partnership activity	Diversify revenue streams to increase revenue and reduce dependency on gov't funding		
Review needs for Board membership to support strategic activity	Consider programming for children/families	Develop a group of ambassadors to assist you in reaching gov't, corp sector, k-12 and post secondary education; outlying communities	Strengthen relationships with the disability community to explore partnerships	Indiegogo campaign to raise funds and awareness		
Apply for Charitable Status	Explore programming with associated artistic activities such as	Find ways to have a presence at dance performance events – partner,		Consider engaging with the Business in		

	photography, mixed media, etc.	advertise, etc.		the Arts program		
<b>Operations and Human Resources</b>	<b>Programming, Outreach</b>	<b>Advocacy, Profile, Communication</b>	<b>Relationships</b>	<b>Revenue Generation</b>	<b>Governance</b>	<b>Education</b>
Track numbers of people attending, participating, etc.	Expand NL moves?	Update the provincial dance map				
Move to multi-year planning and budgeting (two to three years)	Consider programming around musical theatre	Celebrate the 5 <sup>th</sup> anniversary in some way				
	Dance Social Event – part of Dance Week?	Promote your partners more				

### DanceNL Financial Trend Analysis

REVENUE	2009-10		2010-11		2011-12		2012-13		2013-14		2014-15 reprojected		2015-16 budget	
<b>Earned</b>														
Membership Dues			360		1,070		846		1,257		1,800		1,800	
Fees/Guarantees											200		300	
Admission Fees											500		750	
Other											100			
Merchandise Sales							290		40		140			
<b>subtotal Earned</b>	<b>0</b>	<b>0.0%</b>	<b>360</b>	<b>3.5%</b>	<b>1,070</b>	<b>7.9%</b>	<b>1,136</b>	<b>4.7%</b>	<b>1,297</b>	<b>4.9%</b>	<b>2,740</b>	<b>7.5%</b>	<b>2,850</b>	<b>6.8%</b>
<b>Private Sector</b>														
Individual Donations														100
Corporate Sponsorship					125								2,000	2,000
In Kind Donation											2,000			2,000
Fundraising Events (Net)														
Foundation														
<b>subtotal Private Sector</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>125</b>	<b>0.9%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>2,000</b>	<b>5.4%</b>	<b>4,100</b>	<b>9.8%</b>
<b>Public Sector</b>														
Canada Council Project								7,000		5,000	13,500		12,000	
CEDP Operating			10,000		10,000		15,000		15,000		15,000		15,000	
CCBP/Other	5,000				1,359								4,500	
City of St. John's					1,000		1,000		5,300		3,500		3,500	
<b>subtotal Public Sector</b>	<b>5,000</b>	<b>100.0%</b>	<b>10,000</b>	<b>96.5%</b>	<b>12,359</b>	<b>91.2%</b>	<b>23,000</b>	<b>95.3%</b>	<b>25,300</b>	<b>95.1%</b>	<b>32,000</b>	<b>87.1%</b>	<b>35,000</b>	<b>83.4%</b>
<b>Total Revenue</b>	<b>5,000</b>	<b>100.0%</b>	<b>10,360</b>	<b>100.0%</b>	<b>13,554</b>	<b>100.0%</b>	<b>24,136</b>	<b>100.0%</b>	<b>26,597</b>	<b>100.0%</b>	<b>36,740</b>	<b>100.0%</b>	<b>41,950</b>	<b>100.0%</b>
<b>EXPENSES</b>	<b>2009-10</b>		<b>2010-11</b>		<b>2011-12</b>		<b>2012-13</b>		<b>2013-14</b>		<b>2014-15</b>		<b>2015-16</b>	
<b>Program</b>														
Dance Day/Dance Week					776		870		2,373		4,800		4,500	
NL Moves Workshops							3,181		3,735		7,200		7,500	
Program Staff	750		5,037	58.2%	5,460	37.0%	5,720	31.5%	7,280	30.3%	8,580	20.9%	12,000	29.4%
Other Program Expense											2,125		2,500	
Community Meetings					966									
<b>subtotal Program</b>	<b>750</b>	<b>20.9%</b>	<b>5,037</b>	<b>58.2%</b>	<b>7,202</b>	<b>48.8%</b>	<b>9,771</b>	<b>53.9%</b>	<b>13,388</b>	<b>55.7%</b>	<b>22,705</b>	<b>55.2%</b>	<b>26,500</b>	<b>64.9%</b>
<b>Marketing and Promotion</b>														
Website	2,500		71		2,346		1,120		135		50		200	
Special Events							600		500		1,000		500	
Banner/Printing							650							
Advertising	198		63		113		575		378		500		2,000	
<b>subtotal Marketing/Promo</b>	<b>2,698</b>	<b>75.1%</b>	<b>134</b>	<b>1.5%</b>	<b>2,459</b>	<b>16.7%</b>	<b>2,945</b>	<b>16.2%</b>	<b>1,013</b>	<b>4.2%</b>	<b>1,550</b>	<b>3.8%</b>	<b>2,700</b>	<b>6.6%</b>
<b>Administration</b>														
Staff			2,712	31.3%	2,940	19.9%	3,080	17.0%	3,920	16.3%	4,620	11.2%	7,800	19.1%
Annual Meetings			231		930		848		1,440		2,600		1,650	
Insurance					750		750		750		750		800	
Bank Charges	144		93				75		88				100	
Legal			105				11		22				50	
Office Expenses			184		11		85		641		750		600	
Postage and Shipping			164		153		158		181		175		180	
Travel					120		114		100		250		250	
Membership and Dues					200		200		100		100		100	
Other							100		2,374		7,600		100	
<b>subtotal Administration</b>	<b>144</b>	<b>4.0%</b>	<b>3,489</b>	<b>40.3%</b>	<b>5,104</b>	<b>34.6%</b>	<b>5,421</b>	<b>29.9%</b>	<b>9,616</b>	<b>40.0%</b>	<b>16,845</b>	<b>41.0%</b>	<b>11,630</b>	<b>28.5%</b>
<b>Total Expense</b>	<b>3,592</b>	<b>100.0%</b>	<b>8,660</b>	<b>100.0%</b>	<b>14,765</b>	<b>100.0%</b>	<b>18,137</b>	<b>100.0%</b>	<b>24,017</b>	<b>100.0%</b>	<b>41,100</b>	<b>100.0%</b>	<b>40,830</b>	<b>100.0%</b>
<b>Profit/Loss</b>	<b>1,408</b>		<b>1,700</b>		<b>-1,211</b>		<b>5,999</b>		<b>2,580</b>		<b>-4,360</b>		<b>1,120</b>	
<b>Accumulated Revenue</b>			<b>1,409</b>	<b>13.6%</b>	<b>3,109</b>	<b>22.9%</b>	<b>1,898</b>	<b>7.9%</b>	<b>7,897</b>	<b>29.7%</b>	<b>10,477</b>	<b>28.5%</b>	<b>6,117</b>	<b>14.6%</b>
<b>Annual Profit Loss</b>	1,408		1,700		-1,211		5,999		2,580		-4,360		1,120	
<b>Total Accumulated Revenue</b>	<b>1,408</b>	<b>28.2%</b>	<b>3,109</b>	<b>30.0%</b>	<b>1,898</b>	<b>14.0%</b>	<b>7,897</b>	<b>32.7%</b>	<b>10,477</b>	<b>39.4%</b>	<b>6,117</b>	<b>16.6%</b>	<b>7,237</b>	<b>17.3%</b>

**Dance Service  
Organization  
Comparative**

<b>FINANCE/General (\$ are 12/13)</b>	<b>DanceNL</b>	<b>Dance Nova Scotia</b>	<b>Dance Mani toba</b>	<b>Dance Saskatchewan</b>	<b>NACC- NT</b>
Membership types	Individuals, Organizations – voting Honorary and Affiliate non voting	Individual Individual (SOCAN) Organization Student Associate	Adult Youth Orga nizati on	Professional Non-professional Family Youth Business	None
Fees	\$20 ind; \$50 orgs	\$10 - \$100	\$25/ \$15/ \$35	\$10 - \$60	
# of Members	64; (48 ind - 16 orgs)	120	132 (33/8 /91)	320 (200 youth)	
Total Population	510,000	920,000	1,208 ,268	1,030,000	40,000
Territory	370,510.76	52,939.44	552,3 29.52	588,239.21	1,143,793.40
Pop:Terr	1.3:1	17.8:1	2.2:1	1.8:1	.03:1
Charitable Status	No	Yes '85	Yes '93	Yes '86	Yes '86
Total Revenue	\$24,136	\$172,221	\$272, 327	\$511,517	\$1,044,276
Earned Revenue %	5%	38%	81%	40%	33%
Private Sector %	0%	6%	1%	1%	18%

Federal Gov't Canada Council or	29%	2%	0	0	18%
Provincial (gov't or arts council) %	62%	50%	14%	57%	21%
Municipal %	4%	0	0	0	9%
Total Public Sector %	95%	51%	14%	57%	49%
Operating funding? From Who?	\$15,000 annual request from DECP	\$72,000 Provincial	\$38,8 39	\$233,096 Yes Lotto	
Total Expense	\$18,137	\$174,531	\$232, 974	\$521,315	\$1,046,491
Program %	54%	86%	71%	38%	80%
Marketing and Fundraising%	16%	1%	5%	1%	5%
Administration %	30%	14%	25%	62%	15%

<b>Programming</b>	<b>DanceNL</b>	<b>Dance Nova Scotia</b>	<b>Dance Manitoba</b>	<b>Dance Saskatchewan</b>
Mandate/Mission	Preserve, promote and support all forms of dance and dance activities throughout the province	Development of dance as a cultural, educational, healthful, social and recreational activity for all regions, backgrounds and abilities	To promote and encourage the development of all forms of dance throughout Manitoba. To facilitate the exchange of information and ideas To increase the general public awareness To develop and nurture the appreciation of dance	A viable, unified organization which represents and advocates Respect and acceptance of dance as free expression of cultural identity. A vibrant environment for dance which cultivates performance opportunities, stimulates



			To work collaboratively to enhance the education and advancement of dance as an art form	employment, and celebrates heritage and cultural diversity.
Founded/ Incorporated	2009/2010	1974/1975	1983	1974
Professional Dancers/orgs	NL Moves focus workshops	Partner Kinetic Co-sponsorship Perform Teaching ops		Performance Artist in schools Workshops Grants Subsidized studio use
Recreational Dancers/orgs		Asst with grant app Workshops Partnerships Dance Units	Festival Showcase	Grants Studio rental Workshops
Aboriginal Dancers		Workshops Management adv	Currently investigating possible programs	"Silent Survivor" project
Diverse Communities		Newsletter Art. Management adv	0	Studio rentals, Workshops,
Francophone Dancers		Acadian Dance Project	0	With above
<b>Programming</b>	<b>DanceNL</b>	<b>Dance Nova Scotia</b>	<b>Dance Manitoba</b>	<b>Dance Saskatchewan</b>
Disability		Workshops & articles in newsletter		

Dance Schools/Teachers		High Five Program Workshops Management train	Festival Showcase	Training to teach in public schools, Workshops, Grants
Dance Students Pre-professional	DTRC NL Moves focus workshops	Taking Steps to Fly Workshops Post-secondary advice/links	Festival Showcase Workshops On the Move Discounts to professional performances	On the Move Master classes Grants Studio rental
Dance Students Recreational		Workshops Advice Ballet slipper program	Festival Showcase Workshops Discounts to professional performances	Master classes Grants Studio rental
Schools, Education System	Dare to Dance Challenge	Dance credit for Ballet and Highland dance; Dare to Dance Challenge, Dance Resource Kits, Workshops, PD for teachers, Dance 11 support	No	Live Art (artists in the schools program) “Silent Survivor” Help students with research projects – resource centre for dance credit students
Researchers/Writers		Library & contacts	No	Resource centre & archives
General Public	Dance Week; NL Moves; workshops	Dance Week; Dance for Health campaign Website info	Calendar Links to member schools Manitoba Dance Day	Library, Facility rental, International Dance Day Workshops

Residencies	Dancer in Residence Program with MUN		Thru festival	Live Art three day residencies
<b>Programming</b>	<b>DanceNL</b>	<b>Dance Nova Scotia</b>	<b>Dance Manitoba</b>	<b>Dance Saskatchewan</b>
Performances/ Festivals		Partner with Kinetic Studio	Yes	Summer SOTS tent in August Fund workshops at festivals
Advocacy	Yes, general advocacy for dance	For increased funding, awareness, participation and accessibility	Yes, general advocacy for dance and dance education	
Symposia/ Research	Dance Road Map	Conference Plan	No	Archive project
Grant and Scholarship Programs	No	No	More than 50 scholarships awarded by the Festival adjudicators for further study	Yes \$12,000 annually
Facility	No	Yes – DanceSpace for rehearsal, performance, workshops; Legacy Centre project	No	Yes – key program is provision of low cost studio access
Partnerships	NDW – workshops; sponsorship of Festival event;	Many – education, artistic, recreation, health	Developing	Live Art Private businesses through Arts Fest Foundation
Website	Dancenl.ca information	Dancens.ca	<a href="http://dancemanitoba.or">http://dancemanitoba.or</a>	<a href="http://www.dancesask.c">http://www.dancesask.c</a>

	on DanceNL programming; funding and other opportunities and activities; member directory; resources; calendar; links; video	Information on DANS and Programming; Events Calendar; Searchable dance class directory; membership directory; Facility Rental Info	<a href="#">g/</a> Calendar & list of member schools, lists programs	<a href="#">om/</a> Out of date, plans to revise just beginning.
Newsletter	Quarterly (e-version)	Quarterly	Quarterly	Quarterly
e-News	Updates as needed	Weekly	No	Yes
Other Communication	Facebook, Twitter	Facebook	As needed	Mail outs & Directory
<b>Programming</b>	<b>DanceNL</b>	<b>Dance Nova Scotia</b>	<b>Dance Manitoba</b>	<b>Dance Saskatchewan</b>
Services to Outlying areas	Workshops	Workshops; Short Intensives for students; information and library sharing; Acadian Dance Project;	Currently considering options	Library loans; remote education project; workshops for volunteer run dance schools in remote areas
Major Issues	Membership Lack of Resources Lack of community cohesion	Lack of community cohesion Lack of resources Attitudes re arts	Lack of community cohesion – studio owners very cautious about new initiatives	Lack of community cohesion Unrealistic expectations of Board
Notes		Relatively low investment in staff has challenged	Annual Members Showcase weekend with performance, workshop,	The arts are a priority in Saskatchewan. Facility rental generates a

		<p>organizational stability; the oldest and most established of these organizations, with continuous leadership until recently, it has built good community connections and partnerships</p>	<p>masterclasses; 18 day Festival with workshops and masterclasses is annual, adjudicated, but not competitive for amateur dancers of all ages and disciplines; would like to engage more with the families of young dancers who participate in the Festival</p>	<p>substantial profit, even when staffing is included; the provincial funding is permanent annual funding through the Lotto program</p>
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Provincial DSO's Financial Comparison

2012-2013

		DNS		DMan	%	DSask	%	NCC-NT	
Total Revenue		\$172,221		\$272,327		\$51,151,7		\$1,044,276	
Earned Revenue	5%	\$64,631		\$221,473	81%	\$20,358,0	40%	\$344,936	3
Memberships	4%	\$9,361		\$3,125	1%	\$13,672	3%	\$0	0
Private Sector	0%	\$10,284		\$8,890	3%	\$2,623	1%	\$185,840	1
Federal Gov't /CC	29%	\$2,695		\$0	0%	\$0	0%	\$202,000	1
Provincial	62%	\$85,250		\$38,839	14%	\$29,127,7	57%	\$221,500	2
Municipal	4%							\$90,000	9
Total Public Sector	95%	\$87,945		\$38,839	14%	\$29,127,7	57%	\$513,500	4
Operating funding?	62%								
From Who?									
Total Expense		\$174,531		\$232,974		\$52,131,5		\$1,046,491	
Program	54%	\$149,674		\$164,560	71%	\$19,735,2	38%	\$834,253	8

Administration	46%	\$24,857	\$58,286	25%	\$32,396	62%	\$212,238
Fundraising	0%	\$0	\$10,129	4%	\$0		\$0
Notes:							
Travel	1%	\$168	\$10,340	4%	\$10,386	2%	\$4,664
Marketing	16%	\$1,184	\$1,174	1%	\$4,362	1%	\$51,133
Compensation	17%	\$77,642	\$46,202	20%	\$25,136	48%	\$291,515
FT		\$61,140	\$46,202	20%	\$87,056	17%	\$281,818
PT	17%	\$16,502	\$0		\$16,431		\$9,697

**NL Arts Service Organization Comparison**

<b>MEMBERSHIP COMPARISON</b>	<b>DanceNL</b>	<b>MusicNL</b>	<b>Writers Alliance of NL (WANL)</b>
	Preserve, promote and support all forms of dance and dance activities throughout the province	To address key issues affecting the Newfoundland & Labrador music industry in order to implement positive change by presenting a strong voice to government, business and the	Founded in 1987, the Writers' Alliance of Newfoundland and Labrador (WANL) contributes to a supportive environment for writing in the province, works to nurture and inspire writers at all levels and stages of their careers; fosters

		<p>community at large.</p> <p>To increase awareness locally, nationally and internationally of provincially produced music as an art form and as a viable industry with significant impact on the economy.</p> <p>To create and encourage opportunities which will stimulate growth of the industry</p>	<p>public recognition of NL writers; advocates for the well-being of writers; and promotes the enhancement of the literary arts in the province and beyond.</p>
Membership Type	Individual Organization Honorary (NV) Affiliate (NV)	Individual Band NFP Business, Venue Student	Emerging to fully professional individuals Students (under 17) Unwaged (students, retirees, unemployed)
<b>MEMBERSHIP COMPARISON NL</b>	<b>DanceNL</b>	<b>MusicNL</b>	<b>Writers Alliance of NL (WANL)</b>
Membership Cost	\$20 - \$50	\$35 - 150	\$25 - \$55; free to students under 17
# of Members	Approx. 64	Over 400	Over 400
Vote at AGM	1	Scaled (choirs and bands get 4 each) orgs tend to get 2; individuals get 1; no vote for students	1 student vote?
Free Membership	No		



Organizational members?			
Discounts for programming.	Yes – NL moves has a discount for members		Yes; also a 2 for 1 membership discount
External Discounts	A reduced rate subscription to Dance Current		Discounts with companies, other organizations
Grants	No	Four grant programs – many recipients	Mentorship program; awards program, but it's unclear if membership is required to apply
Education opportunities	Yes – offer workshops and training	Yes, some workshops	Yes – mentorship, workshops; manuscript evaluation; conference
Work Opportunities	Yes; if members can teach workshops		Yes – mentor, evaluator, juror, workshop leader, reader
Forums/chat groups etc.	Facebook and twitter		
Newsletters/Publications	Yes – e-news		Quarterly magazine, weekly e-newsletter,

<b>MEMBERSHIP COMPARISON NL</b>	<b>DanceNL</b>	<b>MusicNL</b>	<b>Writers Alliance of NL (WANL)</b>
Promotion	Yes – featured member section on the website; e-mail the membership with any project that a member asks us to promote, separately from newsletters; promote on social media as well; Have sent out press releases on behalf of members;; just a distribution list on the e-mail, blind cc;	Yes	Yes – writers for hire page; metroverse
Directory	Yes	Yes, and able to	Yes

		sort it many ways	
Youth	Not outside of specific NL workshops, ad DTRC On The Move		Free Membership; workshops for youth; list of resources
Information and Advice	Yes	Yes	Yes
Links to other useful info	Yes	Yes	Yes
Other		See Strategic plan for analysis	

Some options for membership types:

- Students – free for schools who are members (non-voting); Students – very low cost for individuals not affiliated (non-voting)
- Teachers; Dance Schools; Peer Organizations - sometimes just a membership exchange
- Companies; Venues and presenters
- Dance Professionals – Dancers, choreographers, technicians, production personnel, designers, accompanists, writers,
- Dance Fans/supporter

### Dance NL Membership Benefit Structure - to be instituted 2016-17

<b>Costs/Benefits</b>	<b>Individual (18 and up voting membership - including parent of youth member)</b>	<b>Not for Profit Organization (incorporated NFP OR volunteer-based club OR recognized under MUNSA)</b>	<b>Business &amp; Professional Organization (includes private dance schools, dance supply stores, etc)</b>	<b>Youth (under 18 - non-voting option for individuals)</b>	<b>Honorary</b>	<b>Reciprocal</b>
<b>Cost</b>	\$20	\$50	\$50	\$10	\$0	\$0
<b>Vote(s) AGM</b>	1	1	1	0	0	0
<b>Promotion</b>	Yes	Yes (org, not org's members)	Yes (org, not org's members)	Yes	Yes	Yes
<b>Discount Eligibility</b>	1	2	2	1	1	0
<b>Directory Listing</b>	1	1	1	1	1	1
<b>Employment &amp; Invoicing services Opportunities</b>	Yes	Yes (org, not org's members)	Yes (org, not org's members)	No, except student opportunities for 15-18 year olds	Yes	No
<b>Newsletter</b>	1	2	2	1	1	1
<b>E-updates</b>	1	2	2	1	1	1
<b>Workshop &amp; events: early</b>	1	2	2	1	1	0

registration & discounts						
\$10 Individual membership for Parent	0	0	0	1	0	0

- Members of organizations that are members of DanceNL may be considered “Associate Members

## DanceNL – Identified Priorities

Yellow is highest priority, green indicates a second priority

### 1. Governance

- Develop a Membership structure with clear benefits (4)
- Update Board Package after planning is complete (2)
- Establish Board Member Portfolios (1)

### 2. Operations/HR

- Develop a staffing plan and budget (short and mid term); address issues such as office, phone, internet, etc. / Succession (7)
- Review needs for Board membership to support strategic activity (4)
- Move to multi-year planning and budgeting (3)

- d. Apply for charitable status (2)
- e. Improve database capacity (1)
- f. Move to computerized accounting (1)
- g. Explore facility options with city (1)
- h. Explore HST Rebate
- i. Consider designating some of the surplus

### **3. Programming**

- a. Expand NL Moves (4) – note: this is seen as the umbrella program that other priority programming will fit into.
- b. Plan more outreach to outlying communities (5)
- c. Program to strengthen capacity in professional dance community (5)
- d. Program for children and families (4)
- e. Dance social event as part of Dance Week (3)
- f. Workshops to strengthen pedagogy (2)
- g. Explore facility options with city (1)

- h. Develop an NL Moves/disability program (1)
- i. Awards/ Performance event? (1)
- j. Musical Theatre Program (1)
- k. Program re associated activities (Photography, multimedia etc) (1)

#### **4. Relationship Building**

- a. Strengthen relationships with DTAN, NDW, Kittiwake (Major NL Dance Orgs) (5)
- b. Strengthen relationships with Canada Council, Provincial funder, City (5)
- c. Strengthen relationships with Peer Support Service Orgs; Build partnerships (4)
- d. Attend dance activities in outlying communities (eg. Goose Bay) (2)
- e. Strengthen connections to TDT and School of TDT (2)
- f. Build relationships with disability community & get their input (1)
- g. Other communities – NTA

#### **5. Education**

- a. Continue to work with K-12 Education system to strengthen dance presence in schools (5)

- b. Continue/build Dancer in Residence Program (3)
- c. Explore options for Distance Education (4)

## 6. Revenue Generation

- a. Diversify revenue streams to increase revenue and reduce dependence on gov't (3)
- b. Develop a fundraising plan (3)
- c. Work with Canada Council re Operating Funding for regional service organizations (4)
- d. Look for new sources of project funding (Health & Wellness; Education; Recreation) (3)
- e. Indiegogo campaign to raise \$ and awareness (3)
- f. Consider engaging with Business & Arts NL program (3)
- g. Fundraising Training for board and staff (1)

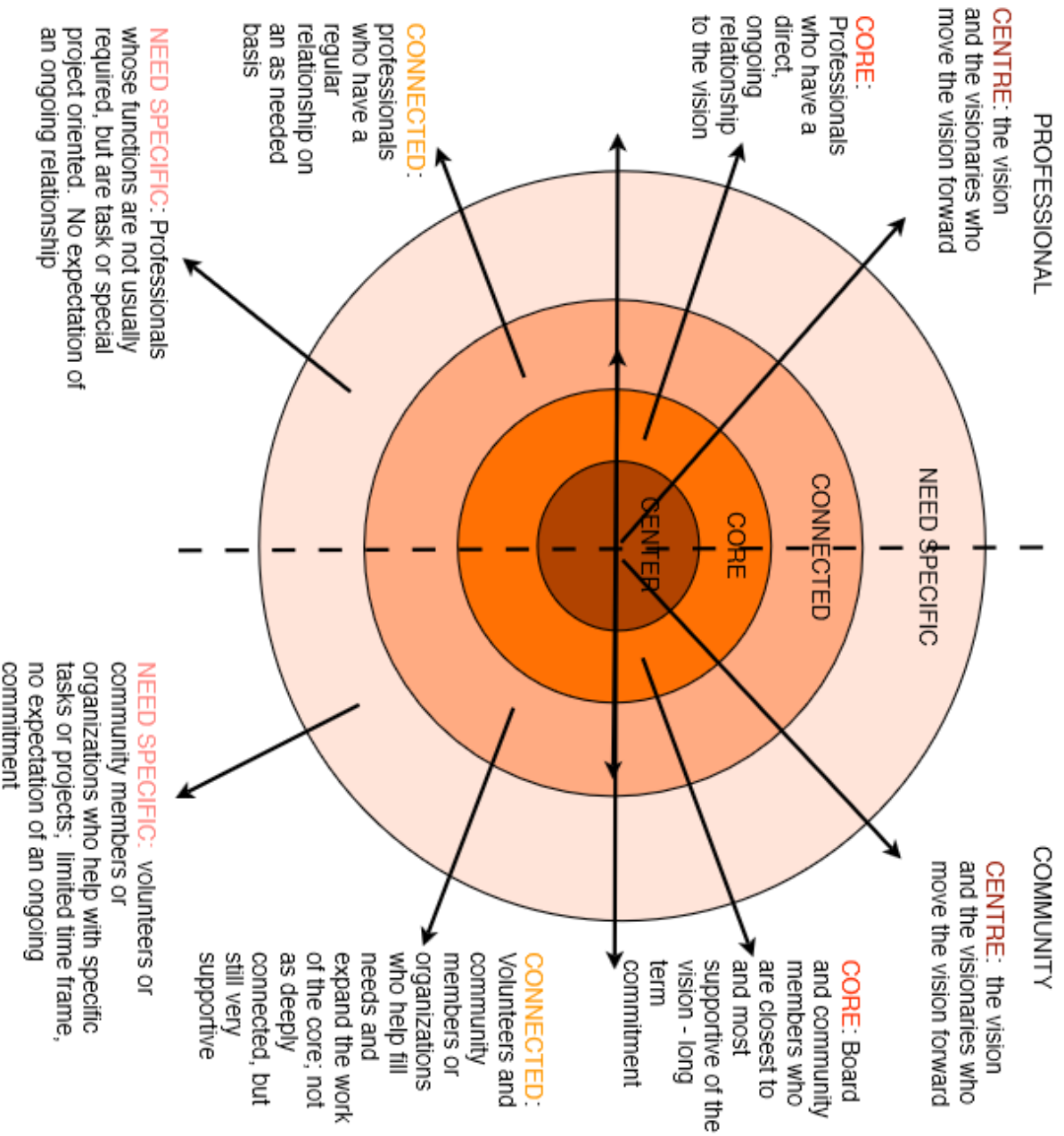
## 7. Profile/Advocacy/Communication

- a. Continue to serve on external committees (4)
- b. Increase presence at external dance events (attend, advertise, etc) (3)

- c. Award/Performance event to honour contributors to dance community (3)
- d. Award small grants/scholarships (3)
- e. Promote members/partners more (3)
- f. Develop a standard promotion/communication plan (2)
- g. Develop an Ambassador program (1)
- h. Review the Website
- i. Update Provincial Dance Map
- j. Celebrate 5<sup>th</sup> Anniversary
- k. Plan for Membership communication
- l. Shift AGM to DanceWeek



## RELATIONAL CIRCLE MAP



This model is based on the work of Nello McDaniel and George Thorn of Arts Action Research. It is based on the premise that the central driving force for any organization is composed of the vision (artistic vision, interpretive plan, etc.) and the visionaries who develop and nurture this vision (some combination of senior leaders: professional artistic or curatorial, managerial, Board – generally one to three individuals). The role of the key visionaries is to clearly articulate the vision and, with the help of the Core, build strong relationships with professionals and community so that they will understand, value, contribute to, and support the organization's work. All organizational activity is driven by and congruent with the vision, including interpretation activities, marketing, fundraising, sourcing of public funding, etc. (copyright, Barbara Richman, March 6, 2009)

## Consultants Comments On Operations

A number of operational issues were identified during the course of the research, interview process and planning session. Some of these issues were discussed and have been addressed through the Strategic Plan. However, because the plan necessarily set limited numbers of priorities, it seems useful to clarify concerns so that the Board of Directors and staff are able to consider them in the light of change and opportunities that may arise over time.

At the outset I would like to note that the Project Administrator and Board have done a very good job of growing and managing the organization with limited time and resources. These comments are more about addressing needs for supporting future growth than rectifying major deficiencies. Board and staff should be proud of the work they have done to date. The first five years of launching an organization are always the most difficult; to do that in a time of economic contraction and with limited public sector funding is an even greater challenge. This is a remarkable achievement.

In moving forward, however, there are areas of operation that if improved will support stability, efficiency, and growth.

### **Human Resources**

***Identified Issues:*** To date the work of the organization has been managed and implemented by the Board of Directors supported by a part time and seasonal project administrator. While much has been accomplished, this has meant a lag in ability to plan ahead, work effectively year round, address opportunities for growth and revenue generation, and respond fully to client needs which may fall outside the seasonal window. It additionally puts stress on both Board members and staff as they try to keep up with the demands of increasing growth in the organization, and are constantly in a state of “catching up”, particularly in the fall when there are many demands that must be addressed at once after the long summer hiatus.

### ***Recommendations:***

1. Develop a plan for year round staffing, and begin to move towards a Full Time Equivalent position. This could be a part time Executive Director and a part time Administrator so that skills are well utilized and money spent appropriately.
2. Increase the Board size slightly to expand skills and geographic range, to meet identified strategic needs.

3. Begin to consider the transition from a very involved working Board to one that continues to work at specific tasks but has a more governing and oversight role. Board development work to understand the issues of changing Board and staff roles can be helpful in this process.

### **Data Management**

**Identified Issues:** Client and other contact data are currently managed through a series of Excel spreadsheets. This invariably causes some duplication of information, confusion, and loss of time and efficiency. Member, Donor, Funder, Resource, etc. information should all be stored in one system that houses contact information, tracks interactions, tracks memberships, and can be used for simplifying mailings and enhanced reporting. A system like this can make it easier to identify, tag and sort contacts and event and donation information in various ways. With a small staff you need the tools that will make the work more efficient and effective.

### ***Recommendations:***

1. Research CRM management software. I highly recommend SUMAC, which is a Canadian, fully-relational system that is designed for the not-for-profit community. The price point for functionality is exceptional, support and training are mostly free and of good quality, and it's a system that will grow with the organization. For the size of your current database the base package and all the modules are free. The system can also be set up in the Cloud and accessed remotely by multiple users (Board and Staff) at a very reasonable cost. This would be very helpful for DanceNL which has a working Board in multiple locations.
2. Find a small grant to allow you to bring someone in to help set up the database system properly. Often people set their systems up in complex ways that are problematic later on. There are resources at SUMAC (the lead developer loves to hike in Newfoundland and has been known to be very generous with his time if his airfare is covered!), and also through Strategic Arts Management in Nova Scotia.
3. Begin using just a few modules – those most important to your day-to-day operations – and then gradually add functions as you become comfortable with the system. It's tempting to try to use all the great functions at once, but this often becomes overwhelming.

4. Gather information on events (number in attendance, etc.) and find ways to gather contact information for those in attendance (offer door prizes, sign-ups for the newsletter, etc.).

## **Financial Management**

***Identified Issues:*** There are a number of issues relating to financial management:

1. Bookkeeping is currently done in an excel spreadsheet which, while easy and low cost, is limiting.
2. While staff manages the money effectively, there appears to be no regular accounting oversight except during the audit. It's also not clear what kind of systems are in place for separation of duties related to financial management.
3. The organization is carrying a fairly large accumulated surplus as a percent of budget (although not in actual dollars).

### ***Recommendations:***

1. Consider budgeting funds to move to computerized accounting and to pay for some basic training in using the system (either Simply Accounting or Quickbooks). This would, after the learning curve, speed up the bookkeeping processes, support good reporting for the Board, aid in regular re-projection, and make the year end work easier for the auditor. This doesn't have to be very expensive, and training a staff member is good professional development.
2. Develop a system of separation of duties around bank reconciliation, management of Accounts Payable and Receivable, handling of cash, etc. It could be helpful to have a short monthly check in with an accountant to be sure that things are properly entered and accrued. This is both a safety check for the organization and an opportunity for regular professional development for staff. The accountant could be a Board member.
3. Consider designating a small portion of the accumulated surplus for a specific purpose, and noting that as a Board decision in the minutes, as well as recording it in your financial reporting.

## **Private Sector Revenue Generation**

**Identified Issues:** DanceNL does not currently have Charitable Status, which makes Individual Donor fundraising very difficult and can also be a challenge when working with corporate supporters who tend to look for this status as a measure of credibility. There are also no fundraising plans or materials currently in place for campaigns.

### ***Recommendations:***

1. Research funding to support Board and staff fundraising training and development of a fundraising plan that is suited to the size and resources of the organization.
2. Develop basic fundraising materials: a simple case statement, prototypes of donor appeals, a straightforward asking package for corporate sponsorship, segmented benefits, etc.
3. Apply for charitable status so that you can fundraise more effectively.

## **Forward Planning**

**Identified Issues:** Board and staff have been working on very short timelines for planning, in part due to the difficulties of being without staff over the summers, and also to the increasing workload for both Board and Staff. This is evident in the delays in approvals of budget, and the short turn around times for some program planning.

### ***Recommendations:***

1. Set a schedule for program and budget planning. These two areas need to work congruently, and program and budget for the next year should be set and Board approved several months before year-end. Budgets can be revised and updated based on re-projections, but it's essential that you start the year with a clear sense of revenue and expenditure targets. If you still need more lead time for program planning you can at least set financial and program activity parameters, so that the final programming adheres to the budget and to your stated goals.

## **Physical Resources**

**Identified Issues:** Currently the office space, internet and some equipment are provided by the Project Administrator, with some return compensation. This is problematic in several ways:

1. The organization is not ensured of continuity in case the Project Administrator leaves
2. It has no dedicated space of its own that helps establish its profile and provides a location for meetings with clients etc.
3. The real cost of some of this service may not be adequately factored in the budget and may be problematic in the future if these services are not available.

### **Recommendations:**

1. Search for a low-cost or rent-free office space through an in-kind sponsorship or partnership. There may, for example, be companies that have available office space with wi-fi, access to copiers, etc., and would be willing to provide this as an in-kind sponsorship for appropriate recognition.
2. Budget to provide equipment as required for the staffing complement,  
Recognize the real value of goods and services, even when they are supplied in-kind