



**duo**  
DANCE UMBRELLA  
of ONTARIO

# 2021 Annual Report



# Photo Credits

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## **Cover Photo**

### **Top Row L to R:**

Jera Wolfe by The National Ballet School Spotlight Series

Esie Mensah by Andrew Williamson at Summer Works TO

### **Second Row L to R:**

Holly Treddenick by Brian Medina in *TWEET TWEET!*

Mafa Makhubalo by Bruce Zinger in *Dialogue with DNA*

### **Bottom Photo:**

Bill Coleman by Jordan Browne in *Dance Brian* at McMaster University

## **Back Cover**

### **Top Row L to R:**

Diana Lopez Soto by Jessie Zsolt in *Nomada*

Mafa Makhubalo by Bruce Zinger in *Dialogue with DNA*

### **Second Row:**

Ottawa Dance Directive by Lana Morton in *Take My Hand*

### **Bottom Row L to R:**

Ottawa Dance Directive by Lana Morton

Sara Porter by Jay Tse in *This is my Math Dance*

# Table of Contents

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Land Acknowledgement	page 1
Outgoing Chair Statement	page 2
Incoming Chair Statement	page 4
2021/22 Board Members	page 5
Executive Director Statement	page 6
Finance Report	page 8
Producing and Administration Report	page 9
Marketing and Communications Report	page 10
Letter from The Auditor	page 11
2021 Financial Statements	page 13



# Land Acknowledgement

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Dance Umbrella of Ontario acknowledges the Ancestral Traditional Territories of the Ojibway, the Anishnaabe and, in particular, the Mississauga's of the Credit First Nation whose territory we are on today. This territory is covered by the Upper Canada Treaties.

We acknowledge the creator, the world around us and our place within it. We acknowledge the many nations that walked this land in the past and those who walk it today. This land is the treaty lands of the Mississaugas of the Anishnaabe and we deeply appreciate their stewardship.



Photo of Lua Shayenne by Dahlia Katz



# OUTGOING CHAIR STATEMENT

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Dear Dance World:

“To share our humanity is what we’re here for.”

- Judith Jamison

To be a true ally, indeed an accomplice, people with privilege must be willing to step back, step down and support organizations as they move towards a balanced and inclusive leadership model. With this admonition in mind, after a decade as a member of DUO’s Board of Directors, the last seven of which were spent as the Chair, it is time for me to step-aside and make space for the next team of leaders who will guide DUO as it leads the way to a brighter and more inclusive future.

Certainly, when leaving colleagues and friends there is bound to be some sadness and that is true in this case. However, in this instance I leave filled with an overwhelming sense of rightness and accomplishment. It is right that DUO’s future is to be charted by a younger and more diverse Board of Directors. It is right that the voices of Indigenous and BPOC dance artists should take the forefront. Art has never just been entertainment, it edifies, educates, provokes, and disrupts; and, as our world confronts the inequities of the past and seeks to find a more just and balanced future, arts organizations must demonstrate this future in the selection of their boards of directors. Meaningful, conscious representation matters and DUO has done just this - others must follow.

In reflecting on the past decade, I am amazed by DUO’s evolution and the concurrent evolution of the dance sector itself. When I consider the number of dance artists and dance organizations that have benefitted from DUO’s expertise, I am humbled by their trust in DUO and astonished by their artistry. I had the pleasure of working with Jennifer Bennett-Darbyshire for three years as DUO’s Managing Director and for the past six years, it has been my immense pleasure and honour to work with Robert Sauvey, DUO’s amazing and accomplished Executive Director.

# OUTGOING CHAIR STATEMENT

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During my tenure, I have also had the pleasure of working with an array of talented board members, whose passion, dedication, and insight have guided DUO to its current and forward-thinking state.

While there will be many challenges ahead, I am certain that the future Board, directed by talented, dedicated, and awesome minds, will provide the oversight and wisdom necessary. I am similarly confident that the operational leadership provided by the DUO staff, led by the indomitable Robert Sauvey, will continue to make DUO the envy of arts organizations the country and world over. DUO's contributions to the dance sector are considerable and meaningful, I am confident it will continue thusly.

I would be remiss if I did not recognise and thank DUO's funders, past and present: Canada Council for the Arts, Department of Canadian Heritage, Ontario Arts Council, Toronto Arts Council, and the Metcalf Foundation. DUO could not exist without the support and trust of its funders. Funders who have challenged and encouraged DUO to be the leader that it is within the dance community.

Finally, I extend my very best wishes and positive thoughts to my current board colleagues and DUO staff. While I will miss you all, rest assured I will be cheering from the sidelines!

My very best,



Colleen J. Dempsey



# INCOMING CHAIR STATEMENT

Looking ahead to my first term as board chair, in a year of continued flux and instability for the performing arts sector, it gives me immense hope that DUO is here and ready to support dancers during this recovery period. Throughout the past year, the staff have prioritized listening and learning—through their client-facing work—about the dance community’s greatest challenges.

A slick new website launched in 2021, making DUO’s subsidized administrative and production services easier for the community to discover and access. A relocation to Jarvis Street, to a building in the heart of Canada’s National Ballet School campus, has placed the organization literally steps from many members of the dance community, and as DUO continues to provide sub-rented office space to dance organizations, a vibrant hub is coming into fruition.

I am most proud of the staff and board’s work to lay the foundation for some deeply meaningful projects born out of a clear demonstration of community need. Collaborative research into the lack of affordable performance and rehearsal spaces is just one example of DUO’s continuing projects that foreground issues of equity and access within Ontario’s dance sector.

Yours in dance,



DANCE UMBRELLA  
of ONTARIO



**DUO BOARD OF DIRECTORS AS OF  
ANNUAL GENERAL MEETING  
NOVEMBER 22, 2021**

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**KALLEE LINS**

CHAIR

**COLLETTE "COCO" MURRAY**

VICE CHAIR

**SAPTARSI SAHA**

TREASURER

**MONICA PAIN**

SECRETARY

**ANJALI PATIL**

MEMBER

**JESSIE MA**

MEMBER

**MYLES WARREN**

MEMBER

**ROBYN GRANT MORAN**

MEMBER

**SEBASTIAN OREAMUNO**

MEMBER



# EXECUTIVE DIRECTOR STATEMENT

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DUO's inaugural Annual Report offers a snapshot of the organization in 2020-2021. The Report celebrates the diverse dance artists and practices that we are honoured to support. The Report is published after our 2020-2021 Annual General Meeting, the closing of the 2020-2021 Financial Statements, and the election of three new members to the Board of Directors. At this point in the year, we are taking the time and opportunity to reflect on how we are fulfilling our vision, mission, mandate, and incorporating changes affecting the dance sector in Ontario.



In 2020-2021, DUO staff implemented many of the goals and objectives from our first Digital Strategic Plan (DSP), realigning our operations. This opportunity allowed DUO to work on DSP action items including: launching a new website, migrating all files to the Cloud, strengthening payment terms and collection processes, changing bookkeeping software from Sage to QuickBooks Online, designing a new file organization structure, developing a client initiation/onboarding process, conducting a service review, assessing client and sector needs, updating communications guidelines to reflect an emphasis on service, expertise and impact, identifying and implementing analytics reporting that conveys DUO's impacts. One important outcome of this process of change was that staff was afforded more time with clients.

Dance artists have been affected by the changes of the past year; Black Lives Matters, Every Child Matters, Truth and Reconciliation and Climate Crises. I have watched dance artists address these changes through their work. Further, I foresee an impact on our clients and DUO as an organization in the long term.

In February 2021, DUO moved to its new home on the campus of Canada's National Ballet School, where we continue to offer dance organizations cost effective office rentals.

# EXECUTIVE DIRECTOR STATEMENT

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DUO's Board of Director's Recruitment Committee, made up of Collette 'Coco' Murray, Kallee Lins and Myles Warren has renewed board membership which will serve DUO well in the years ahead. It has been a great pleasure to work with them and watch their vision for Board renewal take shape. I would also like to acknowledge our Treasurer Saptarsi Saha and DUO's Senior Bookkeeper, Revan Zurub who secured the federal emergency funds that ensured DUO's financial viability during the pandemic. The funds enabled DUO to sustain our services throughout the pandemic and into the coming year.

November 2021 marks the retirement after ten years of service, of our esteemed and long-serving Chair of the Board of Directors, Colleen Dempsey. Colleen has governed the organization through challenges and has always been supportive of the members of the Board of Directors and staff. We will all miss her very much.

2022 will see DUO deepen its support of Ontario's dance sector. In response to the closure of the facilities of Dancemakers and Dovercourt House, DUO is embarking on a Research and Feasibility Study on dance creation / rehearsal spaces in Ontario. The study will include an inventory of dance rehearsal venues in Ontario, will convene meetings and interviews with diverse dance communities from across the province to share their needs, and provide data, case studies and a roadmap outlining best practices for renting and/or owning and running a creation/rehearsal space. Through this undertaking, we hope to highlight the lack of venue stability, affordability and availability that exists for dance in our province.

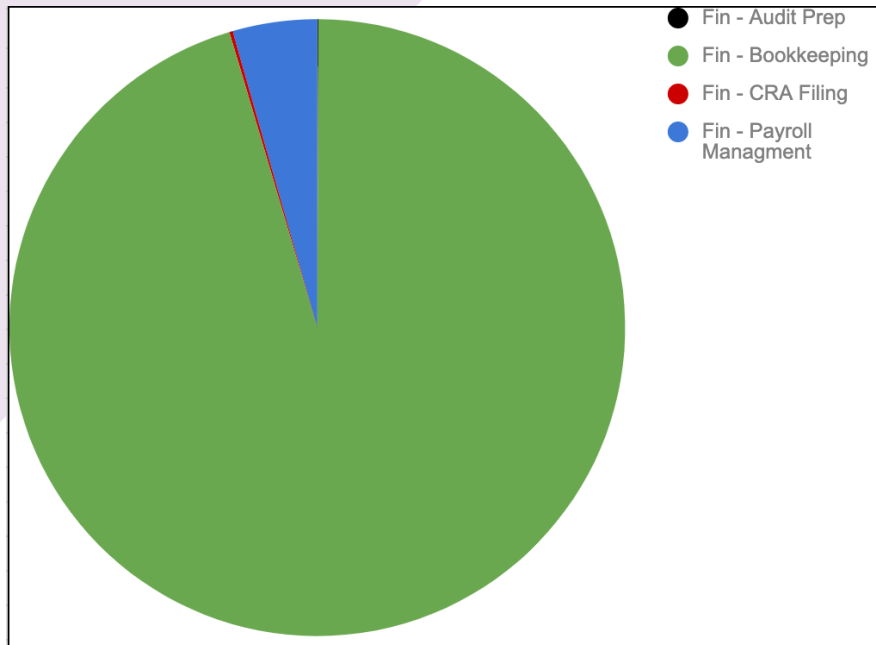
Looking forward into 2022, the Board of Directors and staff will undertake a long-term planning process where we seek to engage with clients and the dance sector to ensure that our services are inclusive and encouraging of all equity-seeking artists and organizations across the province. DUO will continue to complete objectives of the DSP, further streamlining our operations.

DUO remains true to its core principles, understanding what we are best at and building sectoral capacity. In these endeavours, I continue to work with an engaged and talented staff, who bring their knowledge and passion to the organization's vision and mandate. I am grateful for their intelligence and continued hard work.





# 2021 FINANCE IMPACT REPORT



DUO'S FINANCE DEPARTMENT OVERSEES THE MANAGEMENT OF EIGHTEEN CLIENTS' BOOKS. THE CLIENTS RANGE FROM SOLE PROPRIETORS TO INCORPORATED ORGANIZATIONS. THE DEPARTMENT ADVISES ON BEST PRACTICES, MONITORS FINANCIAL HEALTH, SUPPORTS FINANCIAL PLANNING, PREPARING FINANCIAL STATEMENTS FOR GOVERNANCE AND YEAR END REPORTING, SERVES AS LIAISON WITH BOARD MEMBERS AND MANAGEMENT, SUPERVISES ACCOUNTS RECEIVABLES AND PAYABLES, MANAGES AND EXECUTES PAYROLL AND CRA REPORTING AND REMITTANCES.

## FINANCE HIGHLIGHTS

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**\$326,000** claimed in Wage Subsidy for Finance Clients

**\$2,630,000** invoices, grants and donations managed on behalf of our finance clients

**50** Employees payroll managed

# 2021 PRODUCING AND ADMINISTRATION IMPACT REPORT

## Highlights

- Feasibility Study for Cultural Creation Centre on Lake Temagami, ON - First phase of feasibility study for new performing arts space on reserve, led by Christine Friday of Friday Creations
- The Bank Art House Renovation & Enhancement - Renovation of a new Ontario Circus space in Welland, ON for Femme du Feu Creations
- Capital Development and Equipment Access for KasheDance
- St. John's International Circus Festival & Festival of New Dance for Clients Femme du Feu Creations, Naishi Wang and Look Up Theatre



## Statistics

### OVERALL GRANTS

**\$1,490,509** successful grants received from multiple public funders

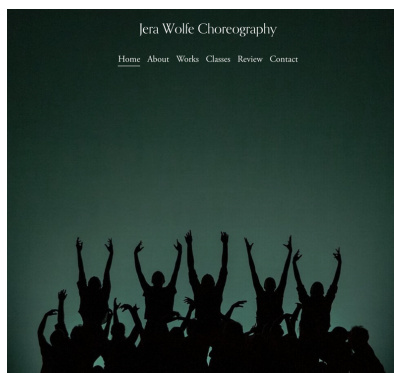
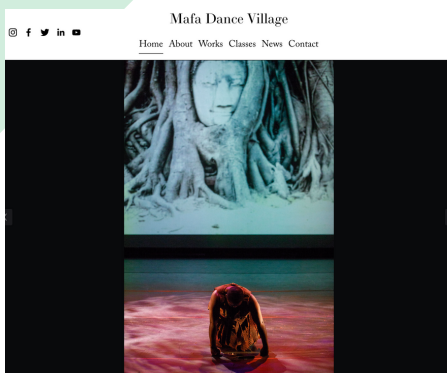
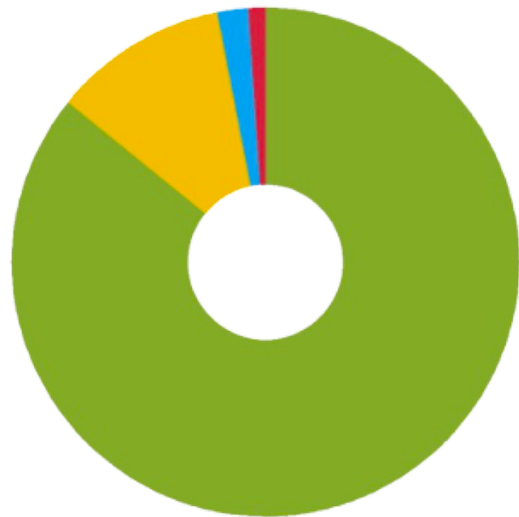
**69%** success rate with grants applied for on behalf of clients with multiple funders

**\$294,233** funding achieved for client facilities and equipment

**22** new projects funded

# 2021 MARKETING IMPACT REPORT

Mrkt - Digital Communications	333:16 h	85 %
Mrkt - General Client Admin/Comm	44:46 h	11.4 %
Mrkt - Public Relations & Outreach	8:40 h	2.2 %
Mrkt - Marketing Reports & Schedules	4:36 h	1.2 %
Admin/Prod - General Administration	0:56 h	0.2 %



## MARKETING HIGHLIGHTS

- rebrand of DUO through new website and marketing plan
- provided support and guidance on the multiple show cancellations due to COVID-19

**450+** hours spent on marketing services

**36** Social Media Accounts ran

**4** New Websites Created + Launched



DANCE UMBRELLA  
of ONTARIO



# 2021 FINANCIAL STATEMENTS

HOGG  
SHAIN &  
SCHECK

Professional Corporation, CPAs  
Tax | Audit | Advisory

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## INDEPENDENT AUDITOR'S REPORT

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To the Members of Dance Umbrella of Ontario

### *Opinion*

We have audited the financial statements of Dance Umbrella of Ontario (the "Organization"), which comprise the statement of financial position as at June 30, 2021, and the statements of changes in net assets, operations and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at June 30, 2021, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

### *Basis for Opinion*

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with those requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### *Other Matter*

The financial statements for the year ended June 30, 2020 were audited by another auditor who expressed an unmodified opinion on those financial statements on November 16, 2020.

### *Responsibilities of Management and Those Charged with Governance for the Financial Statements*

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

(continues)

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*Auditor's Responsibilities for the Audit of the Financial Statements*

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Toronto, Ontario  
October 18, 2021

*Hogg, Shain & Scheck PC*  
Authorized to practise public accounting by the  
Chartered Professional Accountants of Ontario



# AUDITED FINANCIAL SUMMARY

## SUMMARY STATEMENT OF FINANCIAL POSITION

for year ended Jun 30, 2021

	2021	2020
<b>ASSETS</b>		
Cash and cash equivalents	\$ 222,203.00	\$ 156,614.00
Accounts receivable and prepaid	\$ 32,623.00	\$ 46,980.00
	\$ 254,826.00	\$ 203,594.00
Property and equipment	\$ 466.00	\$ 7,172.00
	<b>\$ 255,292.00</b>	<b>\$ 210,766.00</b>
<b>LIABILITIES</b>		
Accounts payable – accrued liabilities and deferred	\$ 106,147.00	\$ 135,922.00
	\$ 106,147.00	\$ 135,922.00
<b>NET ASSETS</b>		
Unrestricted Fund	\$ 61,808.00	\$ 56,801.00
Internally Restricted Fund	\$ 86,871.00	\$ 10,871.00
Invested in Capital Assets	\$ 466.00	\$ 7,172.00
	\$ 149,145.00	\$ 74,844.00
	<b>\$ 255,292.00</b>	<b>\$ 210,766.00</b>

## SUMMARY STATEMENT OF OPERATIONS

for year ended Jun30, 2021

<b>REVENUES</b>		
Government grants	\$ 264,565.00	\$ 291,323.00
Other grants, fees and other income	\$ 167,268.00	\$ 141,849.00
<b>Total revenues</b>	<b>\$ 431,833.00</b>	<b>\$ 433,172.00</b>
<b>EXPENSES</b>		
Operating Expenses	\$ 309,106.00	\$ 382,774.00
Administrative Expenses	\$ 41,720.00	\$ 36,809.00
Depreciation expense	\$ 6,706.00	\$ 2,065.00
<b>Total expenditures</b>	<b>\$ 357,532.00</b>	<b>\$ 421,648.00</b>
<b>Excess of revenues over expenses for the year</b>	<b>\$ 74,301.00</b>	<b>\$ 11,524.00</b>

This is a summary of the Audited Financial Statements by HSS.

Fiscal year ended June 30, 2021 was financially an extraordinary year for DUO's operation. During 2020-21, DUO received various pandemic support from CEWS, CEBA and CERS programs along with Emergency funding from Canada Council for the Arts. These grants contributed to a positive cash flow and resulted in a healthy excess of revenue over expenses for the year. Most of the excess funding has been transferred to the internally restricted fund by DUO's Board of Directors and has been set aside for financial recovery and continued support for clients in upcoming fiscal years.





Design by: Madison Robinson

