



DANCE UMBRELLA
of ONTARIO

2021 - 2022 ANNUAL REPORT



Bare by Jera Wolfe

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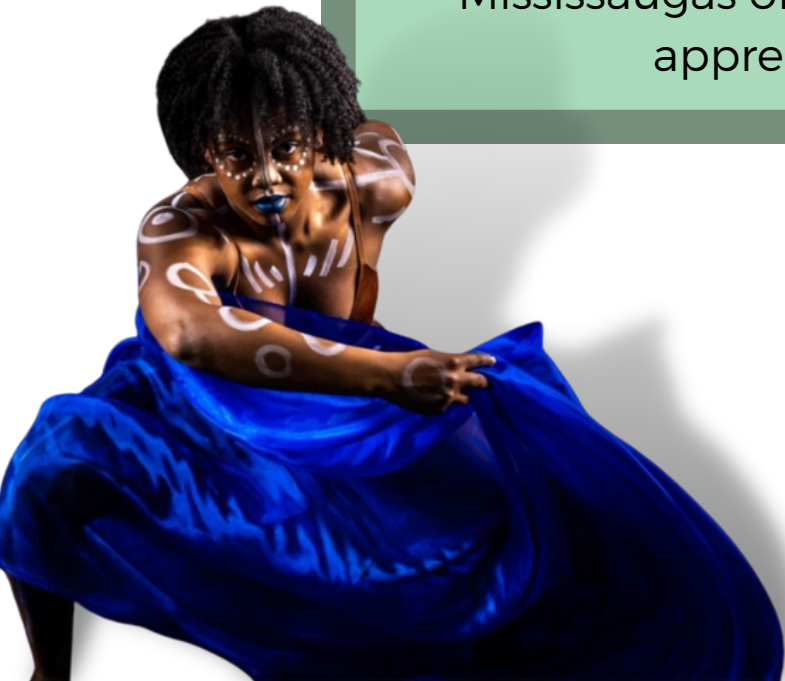


Face to Face by Naishi Wang

LAND ACKNOWLEDGEMENT

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.



OUTGOING CHAIR STATEMENT

It has been an immense pleasure to serve as DUO board chair over the past year. This organization is made-up of people who care deeply about the art of dance from every discipline and tradition. The staff bring a deeply personal and enthusiastic commitment to their work with clients, while board members regularly engage with questions about how DUO can best contribute to a vibrant, equitable, and distinctive dance sector. The Research Study and Needs Assessment on Dance Rehearsal Spaces in Ontario is an excellent example of DUO's capacity to listen to community needs and respond through the creation of meaningful tools and resources.



The board of directors has undertaken a significant amount of internal development over its most recent term. Directors have been busy with committee work focused on strengthening policies related to Equity, Inclusion, Diversity and Accessibility; reviewing bylaws for compliance with provincial legislation; supporting the burgeoning research activity at DUO; supporting long-range planning activities and more.



OUTGOING CHAIR STATEMENT

While this work is less visible, it is critical in order to provide the highest level of support to staff and maintain a clear direction for the organization.

Thank you to my wonderful colleagues on the board—all of whom are incredibly busy in the rest of their lives as artists, academics, lawyers, writers, and cultural managers—for their thoughtfulness, thoroughness, and collaborative spirit. Succession is an easy process when such skilled individuals are waiting in the wings; I look forward to cheering on the organization's success under Coco's leadership as chair.



Kallee Lins



INCOMING CHAIR STATEMENT



With Ontario going through post-pandemic restrictions and anticipation of resuming in-person dance activities in January 2022, dance became alive again!

With live dance performance, classes and workshops and productions resuming, our dance sector anticipated how they would navigate and adjust. I am very proud of our dance creators and enterprises who were steadfast in their efforts to create, gather, provoke, and inspire. An important year of transition and DUO took leadership to remain a solid force to establish and reinvigorate our mission and objectives and support the management of ground-breaking creations from our DUO clientele.

We value the DUO staff and leadership for their expertise and support of our clients. The Board values the continued partnerships, consultations, and trust of our dance communities. A major accomplishment was developing a timely and underresearched resource.



INCOMING CHAIR STATEMENT

The result of executive leadership, the steering Committee, partners, and community consultation was a cohesive 2022 Ontario Dance Rehearsal Feasibility Study. This is a testament of listening to the needs in our dance sector with a vital discussion among our networks to develop quantitative and qualitative data that we hope can benefit future strategies to support the health of our dance sector and artist entrepreneurs.

This is a time of actionable changes and I look forward to working with and supporting DUO in being responsive to the clientele and sectoral shifts. We are living and problem-solving through historic times. Dance lives and will go on with continued collaborations.



Collette Murray



BOARD OF DIRECTORS

As of Annual General Meeting November 22, 2022

Collette "Coco" Murray

CHAIR

Saptarsi Saha

TREASURER

Monica Pain

VICE CHAIR & SECRETARY

Anjali Patil

MEMBER

Jessie Ma

MEMBER

Myles Warren

MEMBER

Robyn Grant Moran

MEMBER

Sebastian Oreamuno

MEMBER

Nomada by Diana Lopez Soto



DANCE UMBRELLA
of ONTARIO

EXECUTIVE DIRECTOR STATEMENT

This has been an extraordinary year for our organization. We are honoured to continue supporting Ontario's diverse dance sector, its artists, and its practitioners through our services and offerings.

DUO's Annual Report offers a snapshot of the past year and some of our goals and aspirations for the year ahead.

It is published after our Annual General Meeting, the closing of our Financial Statements for 2021-2022, and the election of the 2022-23 slate of board directors.

This past year, DUO undertook new initiatives, strategic planning and attendance at industry markets and conferences. I am reflecting with the staff and board as we plan, asking ourselves, "What can we do to better serve Ontario dance artists and companies?"

This fall, DUO released its *Research Study and Needs Assessment on Dance Rehearsal Spaces in Ontario*. Working collaboratively with Nordicity and Bridget MacIntosh and Associates, this year-long research study provided important paths for Ontario's dance sector to address rehearsal space concerns in the long term. This study employed a robust methodology that included community consultations, one on one interviews, a dance sector survey, rehearsal space inventory, and desk research and analysis.

The report identified seven action items to address the infrastructure issues the sector faces.

Dissemination of the report included wide release across multiple platforms; an online presentation, which was recorded and made available on our website; the creation of 8 Tik-Tok style videos specifically for dance artists, highlighting the 7 recommendations was released on our social media channels and shared with other dance ASO's.



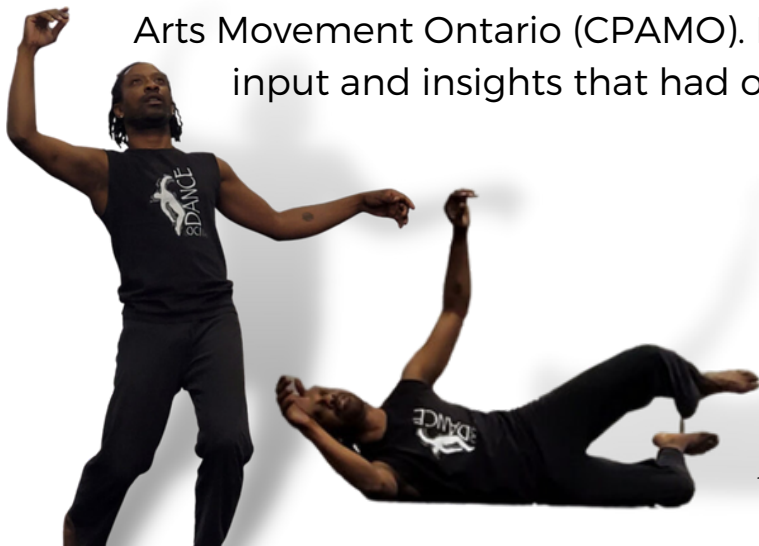
DANCE UMBRELLA
of ONTARIO

EXECUTIVE DIRECTOR STATEMENT

DUO was also invited to present its findings at a meeting on creative space by the City of Toronto. Other organizations attended and presented, including Arts Build Ontario, Why Not Theatre, Canada Council for the Arts, Ontario Arts Council, Toronto Arts Council, members of the City of Toronto team, the Metcalf Foundation, Kendra Fry Community Faith Spaces and Creative Collisions. DUO's board, staff, and stakeholders are planning our next steps to implement the reports recommendations starting in the year ahead.

DUO supported clients and met with presenters in Ontario, Canada and internationally at conferences and markets including tanzmesse (Dusseldorf), Ontario Presents Spring Retreat (Huntsville), CINARS (Montreal), Contact ON (Orillia), Festival TransAmerique (Montreal), and Montreal International Circus Conference (MICC). DUO staff attended the opening of the new venue Art Bank House in Welland, the first specially built space for circus in Ontario. Dance artists returned to stages in Ontario, nationally and internationally in force and with great enthusiasm. DUO was grateful to support so many artists in presenting new works this year. DUO met with clients Propellor Dance and the Ottawa Dance Directive in Ottawa and held open sessions for dance artists and companies in the region.

In November, DUO completed its new 3-year Strategic Plan led by Castledale Inc. and an Equity Diversity and Inclusion review with Cultural Pluralism in the Arts Movement Ontario (CPAMO). DUO's board, staff and clients provided input and insights that had our organization reflect and plan.



EXECUTIVE DIRECTOR STATEMENT

DUO held two workshops on building skills in the business of dance: Tour Readiness and Financial Literacy. The Tour Readiness workshop facilitated by Cameron Smilie was an opportunity for some of Ontario's programmers/presenters committed to presenting dance to meet with dance artists and companies for a half-day info-sharing session followed by a networking dinner. A Financial Literacy workshop led by Heather Young of Young Associates provided participants the opportunity to learn the language of accounting and become more confident with financial aspects of their businesses. Post workshop surveys to participants showed that not only were the topics appreciated but that DUO has a continued role to fill in building capacity and knowledge within Ontario dance.

I feel excited about the year ahead and confident that the work over the past year with our dedicated staff, board and community has positioned DUO to successfully continue to fulfill our mission to support building capacity across Ontario's diverse dance sector.



Robert Sauvey



DANCE UMBRELLA
of ONTARIO

DUO WORKSHOPS

In January 2022 DUO received funding from Canada Council for the Arts ReOpening fund to hold a public event. To respond to community requests we held two workshops in November 2022; Tour Readiness and Financial Literacy

Tour Readiness Workshop - November 17, 2022

Presenter guests:

Glenn Brown, Theatre Manager, Sanderson Centre for the Performing Arts, Brantford and Board President of Ontario Presents

Wendy Fairbairn General Manager, Orillia Opera House

Ronnie Brown, Coordinator of Marketing and Programming for the Oakville Centre for the Performing Arts

Sam Verniuk, Executive Director of The Registry Theatre

Facilitated by:

Cameron Smillie, Director of Touring Canada's Ballet Jorgen and founder Live at Hippo Pool Events Inc.



Financial Literacy Workshop - November 26 + 27, 2022

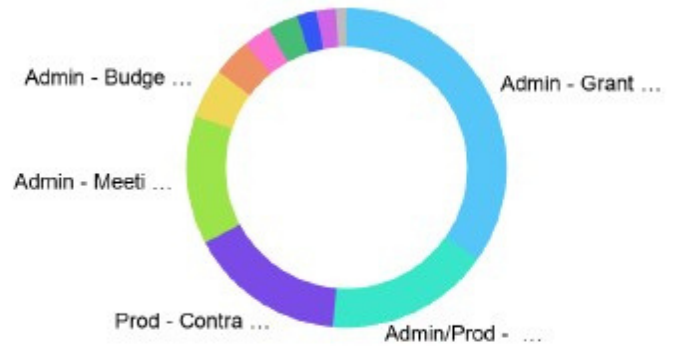
Presenter guests:

Heather Young from Young & Associates.



PRODUCING AND ADMINISTRATION IMPACT REPORT

Admin - Grant Review \$20/h	357:43 h	35.5 %
Admin/Prod - General Administration	170:23 h	16.9 %
Prod - Contracting/Hiring	157:48 h	15.7 %
Admin - Meetings	130:24 h	12.9 %
Admin - Budgeting	49:47 h	4.9 %
Prod - Outreach	35:57 h	3.6 %
7 more	106:06 h	10.5 %

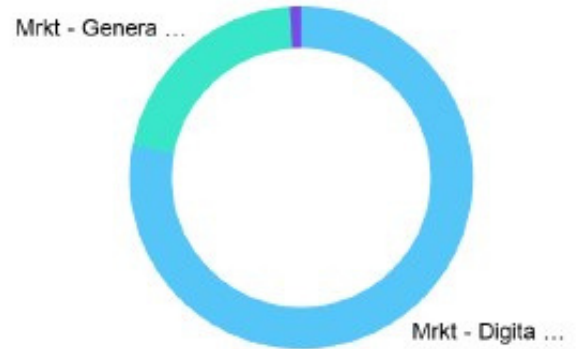


Producing and Administration Highlights

- Amount of grants submitted for DUO clients **\$1,390,610**
- Amount of grants secured for DUO clients **\$1,209,023**
- Supported 21 Dance Artists, Companies, and Non-Profits
- Incorporated 2 new organizations
- Funded 4 National and International Tours
- Two clients moved to operating funding

MARKETING IMPACT REPORT

● Mrkt - Digital Communications	551:48 h	78.4 %
● Mrkt - General Client Admin/Comm	145:20 h	20.6 %
● Mrkt - Public Relations & Outreach	5:15 h	0.7 %
● Mrkt - Marketing Reports & Schedules	1:30 h	0.2 %



Marketing Highlights

36 social media accounts managed

531+ hours spent on client marketing

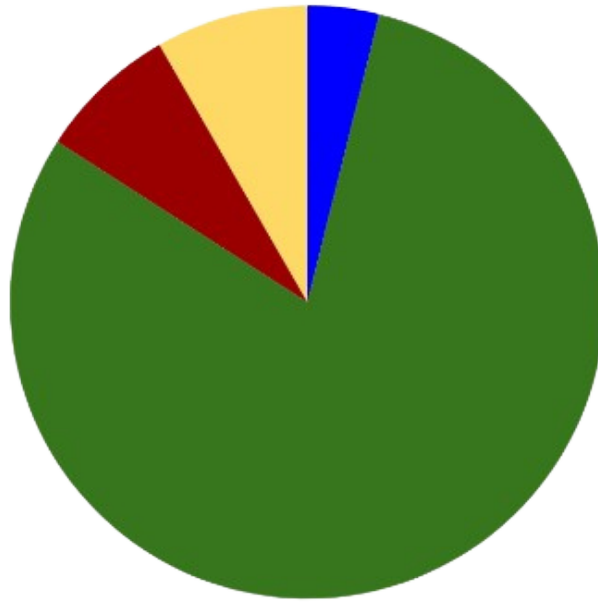
20+ shows advertised + promoted with the help of DUO

12 websites managed



DANCE UMBRELLA
of ONTARIO

FINANCE IMPACT REPORT



● FIn - Audit Prep ● FIn - Bookkeeping ● FIn - CRA Filing ● FIn - Payroll Management

DUO's Finance Department oversees the management of fourteen clients' books. The clients range from sole proprietors to incorporated organizations. The department advises on best practices, monitors financial health, supports financial planning, prepares financial statements for governance and year end reporting, serves as liaison with board members and management, supervises accounts receivable and payables, manages and executes payroll and CRA reporting and remittance.

Finance Highlights

NEW

Accounts Payable Services

\$2,430,000

Invoices, grants and donations managed on behalf of our finance clients

41

Employees' payroll managed



DANCE UMBRELLA
of ONTARIO

INDEPENDENT AUDITOR'S REPORT

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, 2022, 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, 2022, 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 these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

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 related 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.

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.

(continues)

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 this financial information.

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.

Hogg, Shain & Scheck PC

Toronto, Ontario
November 22, 2022

Authorized to practise public accounting by the
Chartered Professional Accountants of Ontario

AUDITED FINANCIAL SUMMARY

This is a summary of the Audited Financial Statements by HSS

AUDITED FINANCIAL SUMMARY

SUMMARY STATEMENT OF FINANCIAL POSITION

for year ended Jun 30, 2022

	2022	2021
ASSETS		
Cash and cash equivalents	\$ 254,676.00	\$ 222,203.00
Accounts receivable and prepaid	\$ 32,161.00	\$ 32,623.00
	\$ 286,837.00	\$ 254,826.00
Property and equipment	\$ 7,043.00	\$ 466.00
	\$ 293,880.00	\$ 255,292.00
LIABILITIES		
Accounts payable – accrued liabilities and deferred	\$ 142,329.00	\$ 106,147.00
	\$ 142,329.00	\$ 106,147.00
NET ASSETS		
Unrestricted Fund	\$ 57,637.00	\$ 61,808.00
Internally Restricted Fund	\$ 86,871.00	\$ 86,871.00
Invested in Capital Assets	\$ 7,043.00	\$ 466.00
	\$ 151,551.00	\$ 149,145.00
	\$ 293,880.00	\$ 255,292.00

SUMMARY STATEMENT OF OPERATIONS

for year ended Jun30, 2022

REVENUES		
Government grants	\$ 353,651.00	\$ 264,565.00
Other grants, fees and other income	\$ 96,454.00	\$ 167,268.00
Total revenues	\$ 450,105.00	\$ 431,833.00
EXPENSES		
Operating Expenses	\$ 396,503.00	\$ 309,106.00
Administrative Expenses	\$ 49,321.00	\$ 41,720.00
Depreciation expense	\$ 1,875.00	\$ 6,706.00
Total expenditures	\$ 447,699.00	\$ 357,532.00
Excess of revenues over expenses for the year	\$ 2,406.00	\$ 74,301.00

RESEARCH STUDY AND NEEDS ASSESSMENT ON DANCE REHEARSAL SPACES IN ONTARIO

With support from **The Government of Canada, Ontario Arts Council, The Metcalfe Foundation** and **The City of Toronto**, DUO has engaged consulting firm **Nordicity** and Cultural Strategist **Bridget MacIntosh** to conduct a feasibility study and needs assessment around the Ontario dance community's rehearsal and creation space needs. The COVID-19 pandemic has forced the closure of many of these spaces – some, permanently. As we navigate this period of pandemic transition, and eventual recovery, Ontario needs sound data to support the rebuilding of the dance ecosystem. This study is the first of its kind for dance in Ontario.

The study/report includes a geographic overview of locations and facilities where professional dance artists create and rehearse, facility requirements (e.g., square footage) and where spaces would be best located to service multiple dance communities. BIPOC and new generation dance artists, and emerging leaders in Ontario's professional dance sector are a focus of this study. Ontario is home to several cultural hubs for professional dance, in urban centres and beyond. This report demonstrates the need for rehearsal spaces in various locations to serve diverse community needs, and present recommendations around post-COVID recovery.

Read the Full Report and Appendix at the button below!

“Investing in cultural spaces is important to maintain healthy, vibrant communities. We are proud to support Dance Umbrella Ontario to ensure artists have the resources they need to create and share their art.”

—The Honourable Pablo Rodriguez, Minister of Canadian Heritage



READ HERE



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of ONTARIO

Arise by Jera Wolfe



Conseil des Arts
du Canada

Canada Council
for the Arts



ONTARIO ARTS COUNCIL
CONSEIL DES ARTS DE L'ONTARIO

an Ontario government agency
un organisme du gouvernement de l'Ontario

**METCALF
FOUNDATION**



Canadian
Heritage

Patrimoine
canadien



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