

2022 /

2023

ANNUAL REPORT



Enemy Lines by Aeris Korper



Twist of Fate by Look Up Theatre



DANCE UMBRELLA
of ONTARIO



Homelands by Kaha:wi Dance Theatre

TABLE OF CONTENTS

Land Acknowledgement	page 1
Chair Statement	page 2
Board of Directors	page 4
Executive Director Statement	page 5
Producing/Admin Impact Report	page 8
Dance Styles & Types of Clients served by DUO in 2022/23	page 9
Regions served by DUO in 2022/23	page 10
Marketing Impact Report	page 11
Finance Impact Report	page 12
Auditors Report	page 13
Audited Financial Summary	page 15
Funders/Supporters	page 16



Moonlight Ballet



DANCE UMBRELLA
of ONTARIO

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.

LAND



ACKNOWLEDGEMENT

CHAIR



STATEMENT

Congratulations to Dance Umbrella of Ontario for navigating a year of changes. Within the past 12 months, we have existing and valued employees who have provided tremendous skill and support to DUO's operations. To those long-standing members who moved on to a new opportunity, I thank them for their efforts in supporting a smooth transition of arts management services and financial sustainability. To our dedicated DUO staff, I extend gratitude for your work.



As of January 2023, it was an intense year of reflection, reprioritization, and analysis on how DUO will move forward with a new strategic plan. In our post-pandemic state, I felt it was important to develop a deeper focus on equity engagement, after our Cultural Pluralism and Arts Management Ontario (CPAMO) audit, I spent a few months developing DUO's first-ever Decolonization and Equity (DAE) framework and integrated an equity focus within DUO's 2023-2026 strategic plan with the Co-chair support of our Equity, Diversity, Accessibility, and Inclusion (EDAI) committee.

CHAIR

STATEMENT

I look forward to continued engagement with DUO's executive leadership, staff, Board of Directors, and committees to embed and implement the DAE framework throughout DUO's infrastructure and meet our strategic goals. For example, I am excited that DUO was selected for Mass Culture's Design Your Data Narrative cohort, which will support our ability to represent the activities that meet our updated vision and objectives.

As DUO's feasibility survey has been read by artists, leaders and organizations in Ontario's dance landscape, our example of community engagement in various dance communities is taking notice. For example, DUO and some of its board members are advising on the NBS space expansion project. As such, I, the Board of Directors, and the Executive Director will continue to hold critical conversations to strengthen current partnerships and actions from research initiatives that impact our clientele, operations, and the spaces they create their artistic projects.



Collette "Coco" Murray, PhD Candidate, Dance Studies



Face to Face by Naishi Wang



DANCE UMBRELLA
of ONTARIO

BOARD OF DIRECTORS

As of Annual General Meeting



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



EXECUTIVE DIRECTOR

STATEMENT

As I reflect on the past year there has been a lot of change and for many in the Ontario dance sector, we are still discovering what dance will look like in the years ahead. We know from our various partnerships and networks and our work analyzing Canadian Arts Data / Données sur les arts au Canada (CADAC) data that dance artists and companies are continuing to struggle to recover financially. DUO's annual report is a snapshot of the past year for our organization and the sector we serve.

We undertook a new three-year strategic plan and a Decolonial, Anti-racism, Equity, and Pluralism review asking our clients and dance sector members to tell us what their needs are. Both initiatives allowed the board and staff time to reflect on the changing landscape and our place within it.

This work resulted in combining our strategic goals with the outcomes of the Equity and Decolonial, Anti-racism, Equity, and Pluralism review led by Charles Smith of CPAMO, which will guide our decision-making and work for the coming three years. In November 2022, DUO struck an Equity, Diversity, Accessibility, and Inclusion committee that used the report to build our first Equity and Decolonial Framework. The framework serves to guide and enhance DUO's Operational Strategic Plan, and internal and external work and builds on our equity work first undertaken in 2016.

Through our membership in the Canadian Dance Assembly's (CDA) Support and Service Council and by attending Mass Culture's ASO Convergence Conference and the workshop ASOs: Positioning a Future Forward, we felt there was a way to research and strengthen the Dance Arts Service Organizations (DASOs) across the country, many of whom have few staff and resources to support dance in their region. We have completed the research phase, and a report will be disseminated to all the DASOs in Canada in 2024.



DANCE UMBRELLA
of ONTARIO

EXECUTIVE DIRECTOR

STATEMENT

This report will also be available on our website and in a future newsletter and disseminated by all our partners. The research and report are authored by Robin Sokoloski of Mass Culture.

The report includes a landscape review and six pathways forward for greater collaboration and resource sharing across the dance arts service organization network. In the year ahead DUO looks to partner with CDA and Mass Culture on the second phase of this important work to implement the pathways and ultimately create a national system of sharing of resources and knowledge across the DASO network.

We continue to monitor and be part of discussions around dance rehearsal spaces in Ontario and work with aligned partners whom we can collaborate with to address the needs across the province. In January, we will assemble a cohort of dance elders and leaders to help create the best ways to make dance rehearsal spaces welcoming for Indigenous, Afro-descendant/Black, and racialized dance artists and practices as well as dance artists with disabilities and from the 2SLGBTQ+ communities. DUO is undertaking this work in partnership with Canada's National Ballet School (NBS) which has a long-term project to address the lack of rehearsal space for equity-deserving dance communities. Through this work, we met with members of the Toronto Metropolitan University dance department and Canada's National Ballet School and look forward to continuing these discussions.

In the fall DUO was selected as one of the fifteen organizations to participate in the first Designing Your Data Narrative intensive by Mass Culture running from this fall to the spring of 2024. As a result of our internal data collection and analysis work in combination with learnings from the intensive, we are developing a clearer picture of the reach and depth of our work to build capacity for Ontario's dance sector. Of the six regions of Ontario, DUO services clients in all regions; Golden Horseshoe 73%, North West 5%, North East 4%, Southern 5%, South East 2%, and South West 2%. DUO continues to serve Indigenous dance artists and companies on and off reserve. We are excited to share visualizations of the reach and depth of our services in the months ahead.

I am grateful to have attended the International Association of Blacks in Dance conference and festival for the first time in January in Toronto. The conference, hosted by *dance* Immersion was an opportunity to gain greater insights through panels, workshops, and performances into African diasporic dance forms across Turtle Island. Congratulations to *dance* Immersion for such a successful event and gathering.



DANCE UMBRELLA
of ONTARIO

EXECUTIVE DIRECTOR

STATEMENT

This year we said a fond goodbye to Miranda Forbes, our Administrative Producer who worked with us for over five years and now is a Production Administrator at the Stratford Festival. We recently saw Elena Tupyseva leave her position at DUO to become the Executive Director of Canada's Royal Winnipeg Ballet. It is always sad to see wonderfully talented people move on, but I am thrilled that DUO supports Administrators, Producers, Marketing, and Finance people as they gain knowledge and confidence through their work here. We continue to provide opportunities for our employees to learn, grow, and build their capacity as managers.

Reflecting on our employment opportunities DUO has employed three newcomers and mentored three Indigenous employees over the past ten years. I am proud of the impact we continue to have building capacity in the performing arts and other sectors. This summer DUO participated in the Newcomer event at Toronto's City Hall and MUSE Arts' Happening Newcomer Event. We will continue to seek partnerships that connect us with newcomers and outreach to underserved dance communities across Ontario.

This year DUO struck four Board of Director committees: Governance and Oversight; Metrics and Impacts; Recruitment; and Equity, Diversity, Accessibility, and Inclusion. I am grateful to all the committee members for their thoughtful discussions and open collaboration. I am also extremely grateful to DUO's amazing Board of Directors whose engagement is essential to the success of the organization.

I still marvel at the unique and successful business model that is Dance Umbrella of Ontario and how over time it is still essential to dance in Ontario and the envy of many outside of the province.



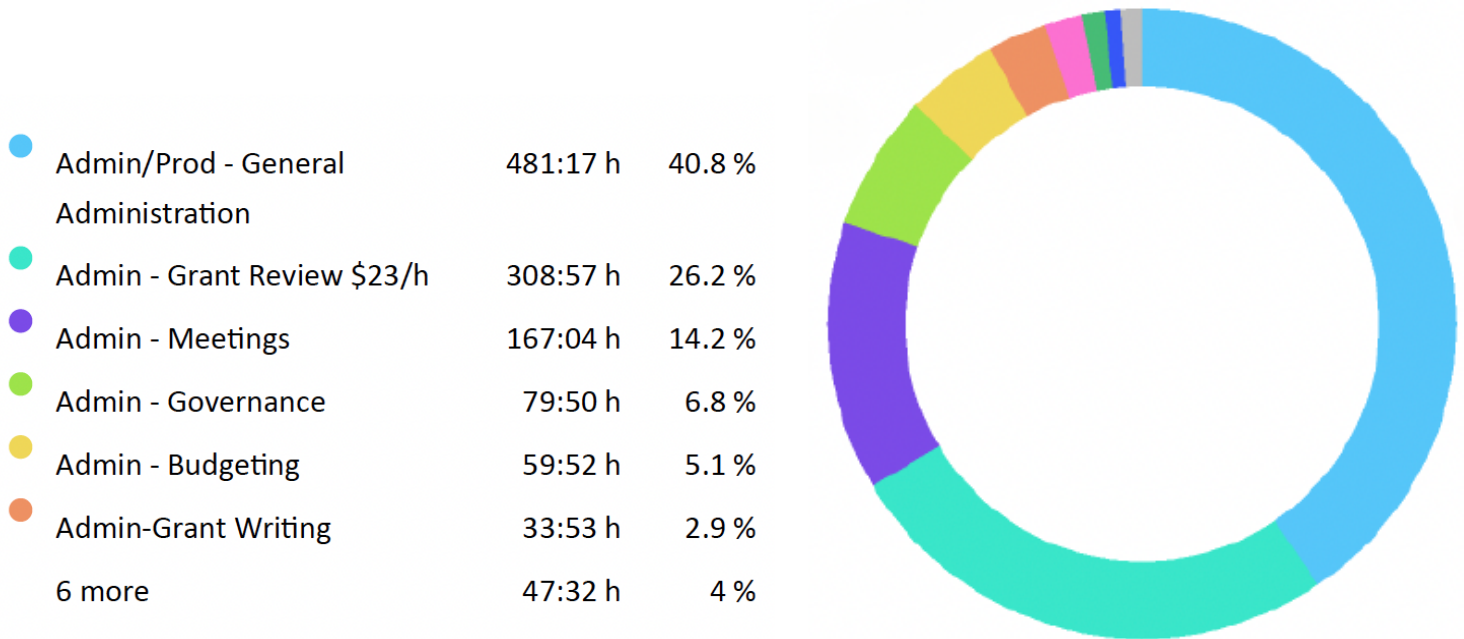
Robert Sauvey



DANCE UMBRELLA
of ONTARIO

ADMINISTRATION AND PRODUCTION

IMPACT REPORT



Producing and Administration Highlights

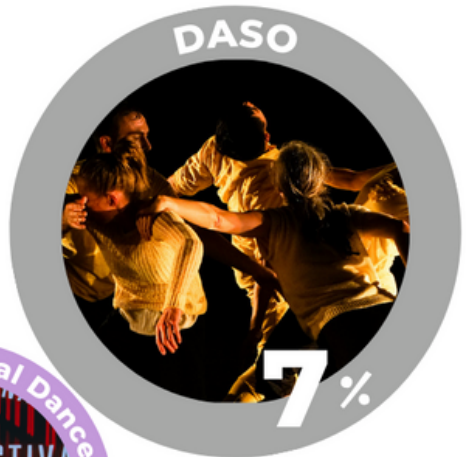
- \$1,600,000 client grants applied for with a success rate of 71% putting \$1,136,000 direct funds to artists.
- This year 73% of our clients were returning with 27% new clients



DANCE UMBRELLA
of ONTARIO

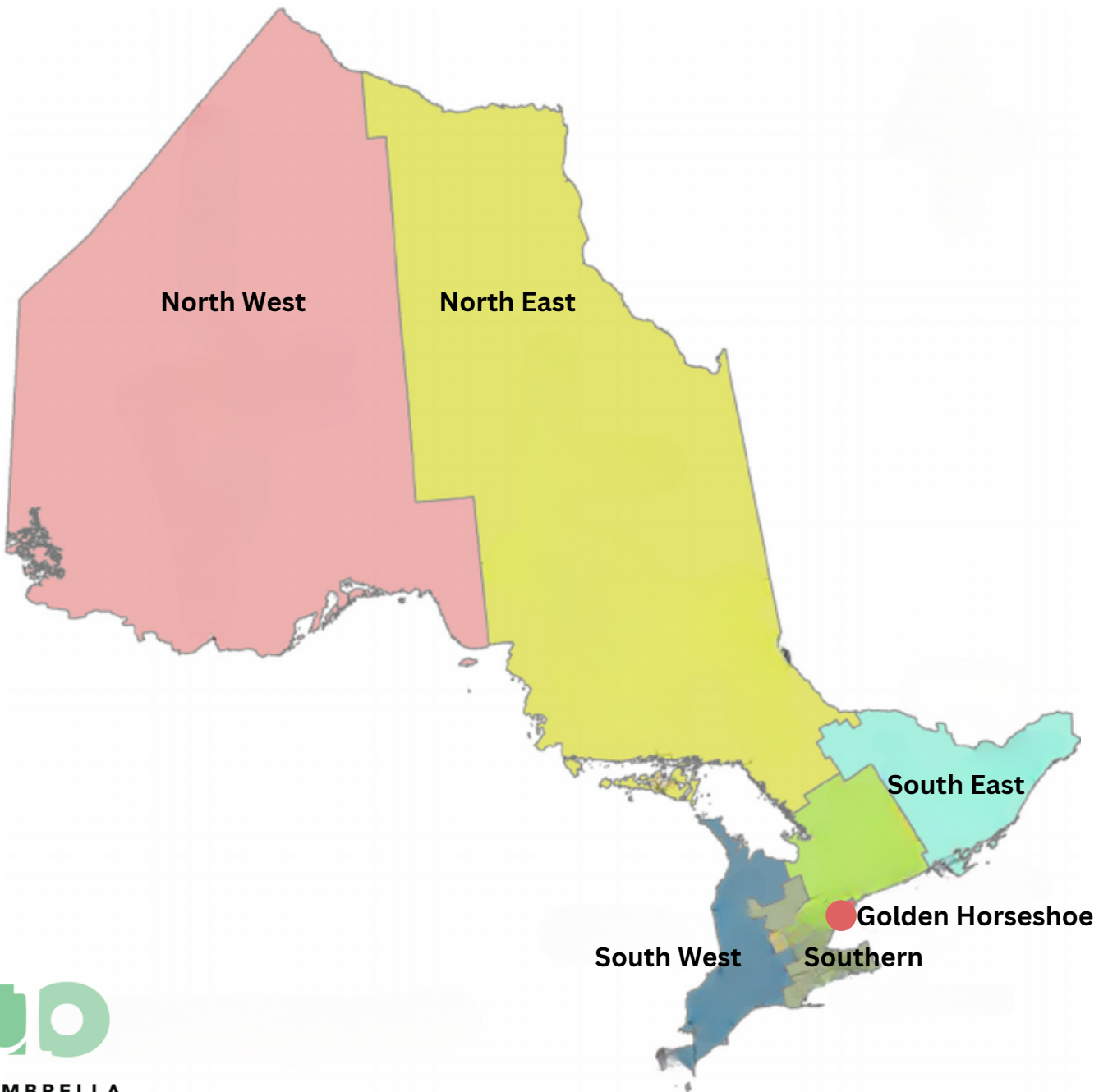
Dance Styles & Types of Clients served in 2022/23

Dance styles are taken from [The Canada Dance Map](#)



Regions served in 2022/23

- 5% North West
- 4% North East
- 73% Golden Horseshoe
- 5% Southern
- 2% South East
- 2% South West
- 7% other provinces



MARKETING

IMPACT REPORT

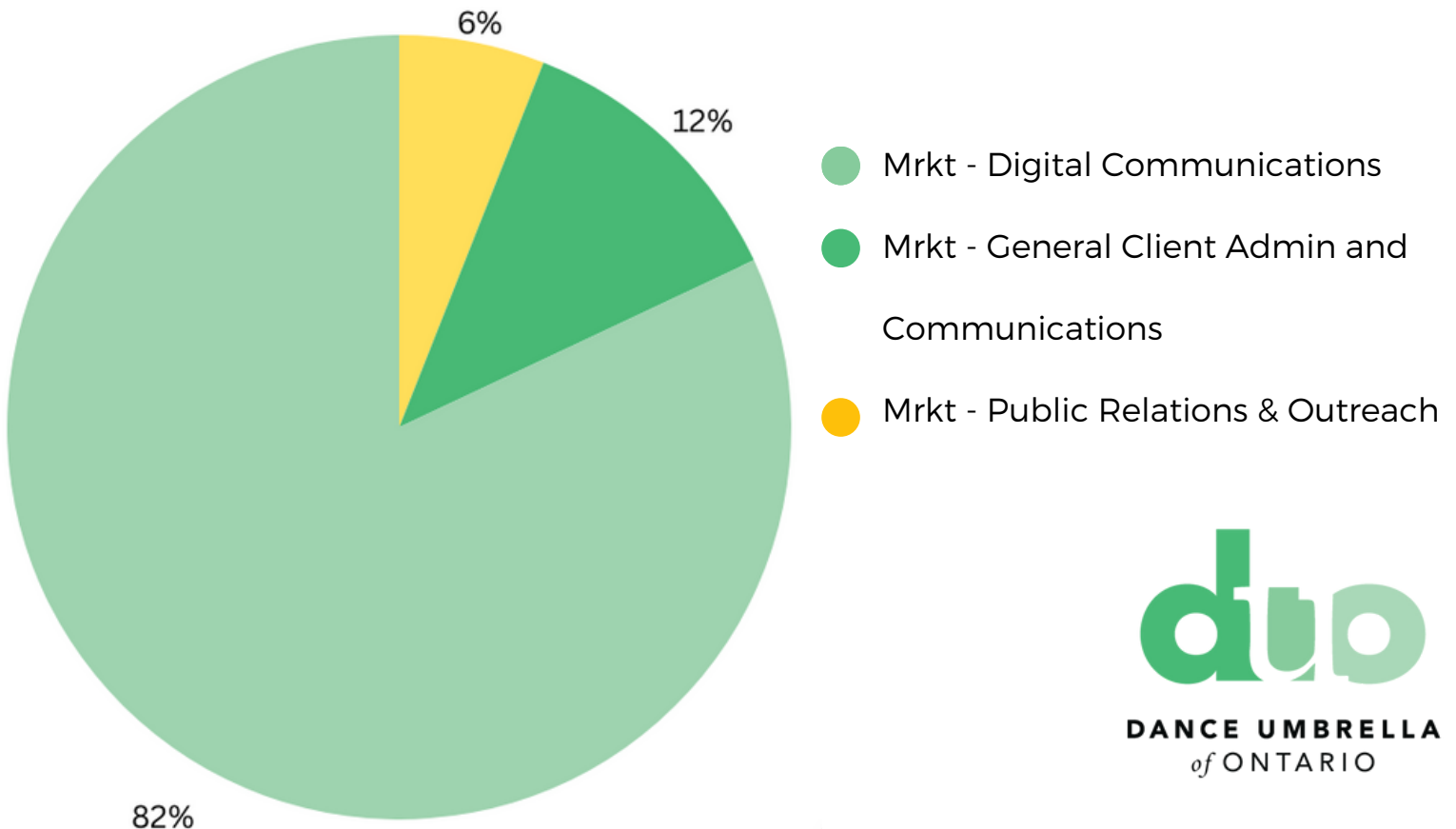
30+ shows advertised + promoted with the help of DUO

10 websites managed

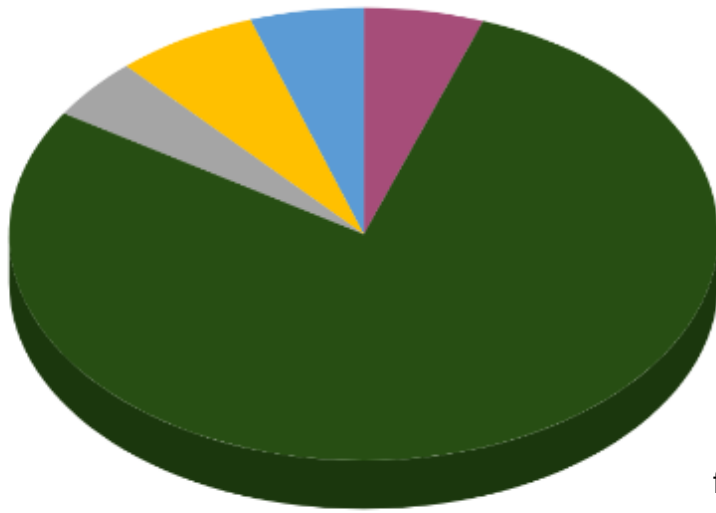
35+ social media accounts managed

440+ hours spent on client marketing

Marketing and Communications Highlights



FINANCE IMPACT REPORT



- Fin - Audit Prep
- Fin - Bookkeeping
- Fin - CRA Filing
- Fin - Payroll Management
- Fin - Accounts Payable Management

DUO's Finance Department plays a crucial role in overseeing and managing various financial aspects for fifteen clients. 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.

Overall, DUO's Finance Department appears to be comprehensive in its approach, covering a wide range of financial activities to ensure the financial well-being and compliance of its clients. This level of involvement suggests a commitment to providing holistic financial services and support to the clients, making the department an integral part of their overall operations.

FINANCIAL HIGHLIGHTS

INVOICES

\$728,177

VALUE OF BUDGETS MANAGED

\$1,945,532

DONATIONS

\$627,250

Payroll for 40 employees managed



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, 2023, 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, 2023, 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.

Emphasis of Matter

We draw attention to Note 10 to the financial statements, which explains that certain comparative information presented for the year ended June 30, 2022 has been restated. Our opinion is not modified in respect of this matter.

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.

(continues)

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 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 3, 2023

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

AUDITED

FINANCIAL SUMMARY

SUMMARY AUDITED STATEMENT OF FINANCIAL POSITION	2023	2022
for year ended Jun 30, 2022		
ASSETS		
Cash and cash equivalents	\$ 125,877.00	\$ 254,676.00
Accounts receivable and prepaid	\$ 22,920.00	\$ 32,161.00
	\$ 148,797.00	\$ 286,837.00
Property and equipment	\$ 4,226.00	\$ 7,043.00
	\$ 153,023.00	\$ 293,880.00
LIABILITIES		
Accounts payable – accrued liabilities	\$ 116,993.00	\$ 163,729.00
	\$ 116,993.00	\$ 163,729.00
NET ASSETS		
Unrestricted Fund	\$ 4,933.00	\$ 36,237.00
Internally Restricted Fund	\$ 26,871.00	\$ 86,871.00
Invested in Capital Assets	\$ 4,226.00	\$ 7,043.00
	\$ 36,030.00	\$ 130,151.00
	\$ 153,023.00	\$ 293,880.00
SUMMARY STATEMENT OF		
for year ended Jun30, 2022		
REVENUES		
Government grants	\$ 284,767.00	\$ 332,251.00
Other grants, fees and other income	\$ 88,100.00	\$ 96,454.00
Total revenues	\$ 372,867.00	\$ 428,705.00
EXPENSES		
Operating Expenses	\$ 388,447.00	\$ 396,503.00
Administrative Expenses	\$ 75,724.00	\$ 49,321.00
Depreciation expense	\$ 2,817.00	\$ 1,875.00
Total expenditures	\$ 466,988.00	\$ 447,699.00
Excess of revenues over expenses for	-\$ 94,121.00	-\$ 18,994.00

During the pandemic, DUO took advantage of many of the available government support programs, which allowed the organization to build up a reliable surplus during an uncertain period. Coming out of the pandemic, DUO anticipated decreased revenues last fiscal year (2022/2023), based on our understanding of artistic cycles of creation and the slow recovery in the performing arts. As expected, DUO did see a decrease in earned revenues in 2022/2023. In preparation for this, DUO accessed funds in reserve which provided a sufficient financial buffer for the organization to responsibly manage and minimize our resulting deficit.



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



Work in
Culture



DANCE UMBRELLA
of ONTARIO