



Community Dance Capital District Association

#6, 11109 - 95 Street, Edmonton, Alberta, T5G 1K7



Business Plan – 2018 to 2022

Executive Summary

We have a lot to offer: fun, mental and physical fitness, fellowship, and friendship through the dance mediums of Clogging, Circle, Contra, Reels, Trio, Line, Square and Choreographed Ballroom Dance. We have a great base to draw from; 31 Clubs provide lessons and an inclusive atmosphere to bring folks together along with a current membership of over 535 friendly and enthusiastic Dancers who have already mastered some or all of the mediums offered. We have the ability, resources, Instructors and the know-how to move forward. Where there are resource gaps we are seeking out Professional help and moving forward. The future will be bright and fun. We will continue dancing in good fellowship with our old and many new friends.

At the beginning of the Square Dance movement, Clubs just had to open their doors and the rush was on to join and learn how to dance. Society has changed. People have a larger variety of activities to choose from, are living longer, have more disposable income and much better health which allows them to pursue a greater number of activities and hobbies. As an Individual Club it is difficult to compete: however, together with our pool of resources (intellectual, financial and human) and our combined effort; the economies of scale are kicking in and we will lift ourselves and the Clubs out of the declining membership, self-destructive and exclusive path we have fallen into overtime.

Business opportunity

The Community Dance Capital District Association is in the fun, fitness, fellowship and friendship business through medium of dance. We have a potential customer base of over 1 million residents in the Capital District from Jasper in the west to Whitecourt in the North to Boyle in the east to Leduc/ Sandholm in the south. We are made up of the dance disciplines of Clogging, Circle, Contra, Reels, Line, Trio, Choreographed Ballroom and Square dancing. Supported by all the following Clubs:

- EDMONTON SINGLES SQUARES
- ENTRANCE SQUARE DANCE CLUB OF HINTON
- FOOTWERX CLOGGING CLUB
- FUN STEPS
- HAPPY HOMESTEADERS
- KENSINGTON STROLLERS
- ATHABASCA RIVER RAMBLERS
- COUNTRY COUSINS
- DOUBLE DIAMOND DANCERS
- WEST EDMONTON PROMENADERS
- BLIZZARD CLOGGERS
- EXTRA DANCE
- KICK-A-POO KIDS
- LINE DANCING – SEESA
- LINE DANCING – WESAC
- LINE DANCING – ST ALBERT
- LUKES AND LUCY'S
- SANDHOLM CROSSROAD DANCERS
- WANDERING SQUARES
- WILD ROSE COUNTRY DANCERS

- COUNTRY SUNSHINERS
- ST. PETERS 2X4's
- WHITECOURT WHIRLERS
- BOYLE TWILIGHT TWIRLERS
- COMMUNITY DANCE PROGRAM
- CROSSFIRE
- YELLOWHEAD SQUARE DANCE CLUB
- ENTWHISTLE
- EDMONTON CLOGGERS
- LINE DANCING – MILL WOODS
- LINE DANCING – SPRUCE GROVE

Our dancer levels were 712 in 2014/15, 611 in 2015/16, 562 in 2016/17 and currently 535 in 2017/2018. These figures are direct reflection of the continuing decline in dancers over the past 20 years. Increasing our Dancers, has been identified and echoed throughout our meetings as our first and foremost major task while at the same time having our current Dancers endorse and support the new Dancers. With the cooperation and support of the Dancers and the Instructors, the responsibility will rest with the individual Clubs to champion this cause. The advanced dancing Clubs are also challenged with this responsibility as without new members at the entry level there will be an increased future decline at the advanced level.

Strengths

- Access to a large population base
- Supported by 31 clubs who provide accessibility and availability of our product
- Well trained and professional instructors
- Websites will be established for all clubs and CDCDA if they wish to have one
- Currently have over 535 dancers
- Have a Casino every 2 years which generates about \$75,000
- Available on a regular basis (common date night for couples and a common night for singles to meet with new friends)
- A greater freedom dress code is evolving
- Established office and Storage Space
- Increase Varied Exposures - Alberta Ballet, Edmonton Oil Kings, CTV
- Have implemented a \$2.00 CDCDA registration fee

Weaknesses

- No promotional plan
- Declining Dancers whose age is on the average 70 years or greater
- No new young Instructors on the immediate horizon
- Perception that the dress code is outdated and costly
- Deem to be inclusive however we set expectations regarding dance, behavior, and acceptability which makes things exclusive
- We do not have the ability to generate revenue on a regular basis except when we sponsor summer, special dances and a registration fee
- Limited access for learning and different styles of learning

Competition

- Aerobic classes
- Ballroom dancing
- Sugar Swing Dance

- Old Time Dancing
- Sports (skiing, hockey, football, jogging etc.)
- Arts (theatre, bars, night clubs, restaurants etc.)
- Travel and winter homes
- Television (Netflix, pay TV, Cable, Satellite, etc.)

Promotions and Sales Strategy

This has been identified as the number one priority for the calendar and fiscal year 2017, and 2018 in order to achieve the desired outcome of increasing our dancer levels. We have engaged 2 Professionals to help us develop a promotional plan and continue to engage those Professionals over time and within budget that are needed to support the plan.

CDCDA Team (see the [Community Dance.org Website](http://CommunityDance.org))

President – Ray Duffy

Vice-President – Vacant

Past President – Barbara Rehn

Treasurer – Wade Garner

Secretary – Janice Fendall

Dance Director – Barbara Hostyn

Publicity – Lorraine Oracheski

Promenader Editor – Mary Hagstrom

Federation Rep. – Dwayne and Marian Jenkins

EDCIA Rep. – Ken and Charmaine Sipe

Member-at-large –Morley Blazenko

Member at Large – Promotions and Marketing – Lorraine Hebert-Soucy

Member-at-large (Badges, Birthdays, Anniversaries) – Terry Coulbourn

Committee Member (Administrative Support Assistant) – Stephen Dufresne

Committee Member (Web site Specialist) – Tim Hydzik (paid Professional)

Committee Member (Promotions and Design Specialist) – Ania Guzik (paid Professional)

Business and Strategic Plan Progress

Our major focus has been promotions and we are looking for Professional help in this area. After we have a plan we will continue to hire individuals with the skills needed to guide us through the various parts of the plan. This is not easy as companies spend mega dollars to get their potential customers and their support and dollars.

1. Reviewed our identity and developed a new one and a new logo.

2. In 2016 the first AWARDS AND RECOGNITION EVENING was held to show our appreciation to all the Instructors and Dancers who were involved for 50+ years. The Awards and Recognition Evening carried on in 2017 showing our appreciation for those Instructors and Dancers with 40+ and new 50+ years of involvement. 2018 The Awards and Recognition Evening will again show our appreciation for all the Dancers and Instructors with 30+ years and new 40+ and 50+ years of involvement and in addition there will be Public Afternoon "Take A Step" which will kick off our season in September of fun, fitness, fellowship and friendship.
3. In 2017 a NEW DANCERS EVENING for all new dancers from all the disciplines in recognition of their achievements and to expose the CDCDA members to all the mediums was held in April 2017. It is a time for all instructors and new dancers to have fun, physical and mental exercise, create new fellowships and develop new friendships along with finding out about all the disciplines the CDCDA has to offer.
4. Hosted the 2017 Alberta Convention and were successful in attracting 300 registrants and provided sessions to the public to experience firsthand the Dance Disciplines. Everyone was able to have a good time and we made a small profit that we shared with the Federation.
5. We have requested the privilege to host the 2020 Alberta Convention and received verbal approval from the Federation to begin planning.
6. The CDCDA has spent the last 12 months working on an Association Website which was launched January 19, 2018. This will bring all the Capital District Clubs and their respective information under one umbrella. It will give us the collective energy and information to make us a major item on Google. Dancers and potential dancers can view all information clubs wish to make available. Clubs can keep all their information current and relevant.
7. A CDCDA Club Guide was produced for the first time in 2017 providing information on all Clubs in the Capital District and this has been done for 2018. The information is available for all clubs in a standard format for giving away to all potential Dancers.
8. The CDCDA will continue to support interclub communications and will look for the input of Clubs in the decisions that affect Club operations, scheduling and promotions. There will also be the expectation that Clubs will come forward and actively volunteer to participate in the various activities such as CDCDA executive, awards and recognition, summer dances, special dances, committees, conventions, new initiatives, demos, etc.
9. The CDCDA has set up permanent operations with office space, storage and an Administrative Support Assistant to help us provide more continuity as we move forward. The Administrative Support Assistant is not needed on a full time basis and is working on a part time basis. CDCDA has received a grant of \$17,790 from the Alberta Government for the time period of 16 months starting in November 2016. Our responsibility is to match any funds expended and return any unmatched funds.
10. CDCDA has developed a policy for providing Club Support funds to clubs in financial need, based on good financial and promotional principals.
11. The CDCDA had planned to have Information sessions or workshops on a variety of subjects as identified by the Clubs and the CDCDA executive however do to the busy time frame this particular item has not been implemented.

FUTURE

1. We have just started to beat our drum. Now we have to work on attracting more members from the greater Community
2. Find out what Greater Community is interested in and tailor our programs to their needs
3. Have information sessions or workshops in the future hopefully in conjunction with our Fall, Winter and Spring General meetings
4. Continue to develop our social media sites as these sites are the advertising medium being used by West Jet, Montreal Ballet, Singing Christmas Tree, etc. We have a face book page and look forward to the Promotions and Marketing Committee taking it to new heights, along with Twitter so we can compete with President Trump. It is understood that these sources are the resources of our youth.
5. Joint venture with EDCIA to hopefully change how we are providing access to our programs i.e. Nest, 50+, Fast Track, etc.
6. Expose the Public to our various dance disciplines on a monthly basis by joint venturing with the EDCIA to have an open dance once a month just so the general public can enjoy our activity without a commitment.

Budget (see attached)

Assumptions

- Allocate our casino over 24 months and as it is over 3 fiscal and calendar years. Even if it seems like a lot of money it only amounts to about \$3100 per month. For each casino the funds will be allocated 3/24 for the first year, 12/24 for the second year and 9/24 in the third year.
- There will be a casino every second year in June and the funds will arrive in Sept and we can start utilizing them in October.
- Dance fees will be collected and deposited in General funds.
- Casino funds will be used to pay for the CDCDA dance facilities and instructors.
- It is assumed that up to 10% of the Casino Funds can be used for Administration purposes.
- A \$2.00 CDCDA registration fee is currently being collected on a yearly basis and the thinking is that this will eventually become a CDCDA membership Fee.