

Planning *for a* strong *future*



RSCDS Toronto Scottish
Country Dance Association
Implementation 2002-2003
Business Plan

prepared by:
bourrie & associates
december 2001

Planning for a strong future

Table of Contents



PURPOSE OF THE PLAN	1
DEVELOPMENT OF THE PLAN	2
APPROACH	3
RESOURCES FOR IMPLEMENTATION OF THE PLAN	4
PRIORITIES FOR ACTION AND OUTCOMES FOR THE YEAR 2002-2003	6

Purpose of the Plan

The Business Plan (PLAN) describes a path to implement Planning for a Strong Future, the strategic plan developed by the Toronto Association. The vision, goals and priorities being followed are those identified through research and the work of the Financial Planning Committee (FPC). The Toronto Association vision includes being an organization that is:

- Supportive to Scottish Country dancers, musicians and teachers;
- Able to serve all ages, cultures and levels of dance ability; and
- Part of a strong and vibrant Scottish Country Dance (SCD) network worldwide.

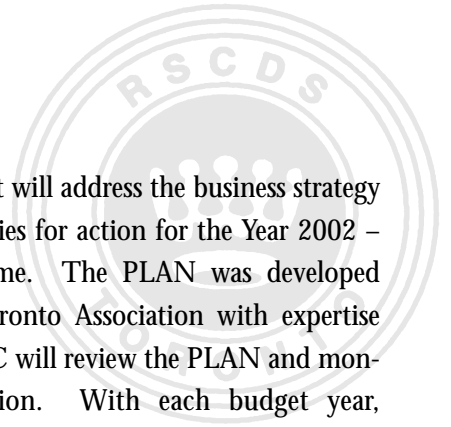
The priorities for action include:

- Improve organizational effectiveness including appropriate governance and financial sustainability;
- Hire support staff to assist with the development and implementation of specific activities including management of volunteers and administrative processes;
- Improve the membership recruitment process including completion of a comprehensive membership database and more outreach to the network of social groups throughout the GTA;
- Maintain effective communication with members; and
- Improve community awareness of the social, mental and physical benefits of SCD.

The *Planning for a Strong Future* Action Plan provides a detailed description of activities designed to achieve the vision.

Development of the Plan

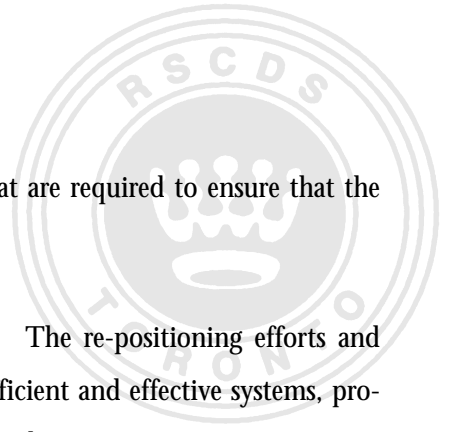
The PLAN is meant to be a living document. It will address the business strategy for the current Action Plan (5 years) and the priorities for action for the Year 2002 – 2003 as well as outcomes, resources and timeframe. The PLAN was developed with input from the FPC and advisors to the Toronto Association with expertise in association management and operations. The FPC will review the PLAN and monitor its ongoing development and implementation. With each budget year, the PLAN will evolve and continue to address the priorities identified in the strategic plan.



Approach

The PLAN holds at its core, four principles that are required to ensure that the priorities of *Planning for a Strong Future* are realized.

1. ORGANIZATIONAL EFFECTIVENESS. The re-positioning efforts and allocation of resources are aimed at providing efficient and effective systems, programs and services to support members and make the organization more attractive to new members.
2. USING TECHNOLOGY to manage data and provide members with information that is timely, accessible and responsive. The costs associated with investment in technology should simplify or eliminate current operating tasks, allowing volunteers in at a minimum the membership, finance and newsletter portfolios, to refocus their skills and time on member priorities.
3. COMMITTING TO THE PRIORITIES of *Planning for a Strong Future* and redirect, enhance and maximize our resources for these priorities.
4. COST RECOVERY. Member fees will fund the associations core operations (publicity, newsletter, insurance, Society membership and administration, including support staff). The cost associated with member programs and services that provide a specific benefit (workshops, Tartan Ball, Dancing in the Park, instructional classes, monthly dances, children's gala) will be fully covered through appropriate pricing strategies and sponsorship. The cost associated with staff to support the programs and services will be included in the pricing strategy. Programs and services that offer benefit to other parties will be developed so costs are shared (partnerships) or recovered through a fee, advertising or sponsorship.



Resources for Implementation of the Plan

FINANCIAL

The costs associated with the *Planning for a Strong Future* Action Plan over 5 years, are estimated at \$153,700 (Appendix 1). Some of these costs are one-time expenditures (approximately \$64,000) and others become an operational expenditure (approximately \$89,700 or \$17,000 to \$18,000 per year). It is possible that the annual expenditure will be required after the initial 5-year period, in order to implement new priorities associated with planning for the strong future of the Association.

Development of the *Planning for a Strong Future* Strategic Plan was funded through appropriation of a portion of the Association surplus. The current 5 year Action Plan will be funded primarily through grants and revenue generating activities. Revenues obtained from these sources are fairly directly influenced by the economy, market place and government policy. They will be used to support one-time expenses such as, information technology and information package development, the initial implementation of activities and support staff salary for the 5-year period.

Beyond 5 years, membership fees will need to be a component of the funding plan, balancing the funding obtained through grants and revenue generating activities. Membership fees are considered to be a stable and sustainable source of revenue. As such, they will be needed to support initiatives that have on-going operational impact (eg. Support staff).

Surplus funds remaining at year end from future operating budgets or from the association's reserve surplus will be used strategically, if needed for the short-term, with a plan to replenish the reserve fund.

The following means will be used to support implementation of the current Action Plan:

- Submission of grant applications (immediate: Ontario Trillium Foundation)
- Reallocating current expenditures from the 2001 operating budget to reflect the principles of organizational effectiveness, using technology and cost recovery
- Maximizing current revenue from revenue generating activities
- Establish new sources of revenue from non-fee sources such as mailings, advertising, sponsorship
- More revenue obtained directly from membership fees to support the core operations, implementation of the strategic plan and annual cost of a staff support person. A phased fee increase will be introduced over the 5 year period

For the year 2002 - 2003, a deficit budget is anticipated for the Toronto Association. The budget does not include the costs associated with implementing the action plan. It is worth noting that the Association has been perpetuating a deficit for the membership activity budget since at least 1992. This situation has resulted in the Association's consolidated budget also operating in a deficit position notwithstanding contributions from various self-sustaining activities. The Association has drawn on the accumulated surplus to cover the deficit each year.

Organizations retain a reserve surplus to ensure that sufficient funds are available at any time for:

- Capital equipment replacement or acquisition (computer hardware and software is needed for membership database and financial reporting)
- Special "earmarked funds" that are segregated for programs such as scholarships (not applicable at this time)
- Payouts for employee severance or long-term leases in the event of wind-up (not applicable at this time)
- Contingency funds available for unexpected shortfalls in revenue, or for strategic expenditures (*Planning for a Strong Future* is a current example)

Adherence to the cost recovery principle will help the Toronto Association stop using the accumulated surplus as a means of off-setting yearly budget deficits.

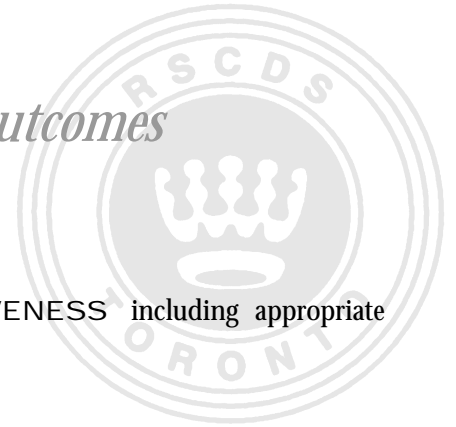
A revised budget has been prepared reflecting the costs and revenues associated with the implementation of the 2002 - 2003 Business PLAN (Appendix 2).

HUMAN RESOURCES

The Action Plan categorizes the required activities by committee responsibility. The categorization implies a committee restructuring and staff support to assist the Executive Committee carry out its responsibilities. A committee plan and a staff support plan will be developed and linked to the Action Plan. All existing committee descriptions will be reviewed and amended to reflect the responsibilities and accountability of the committee. A job description for the staff support position will be prepared. The following will be considered when establishing the committee and staff plans:

- Committees will be designated as being the responsibility of a member of the Executive Committee
- Committees will consist of more than one person
- Support staff will assist the committees carry out their responsibilities
- Support staff will undertake specific activities, under the direction of the Executive Committee

Priorities for Action and Outcomes for the Year 2002 - 2003



IMPROVE ORGANIZATIONAL EFFECTIVENESS including appropriate governance and financial sustainability

- Interim committee structure in place **April 2002**
- Consolidated Budget Process in place **April 2002**
- 2002 Budget approved by Executive Committee **April 2002**
- Governance Review Report complete **June 2002**
- Volunteer position descriptions complete **June 2002**
- Budget monitoring guidelines complete **September 2002**
- Funding strategy complete **September 2002**
- Volunteer management guide complete **October 2002**
- 2003 - 2004 funding project identified **October 2002**
- 2003 -2004 funding proposal(s) submitted **December 2002**

HIRE SUPPORT STAFF to assist with the development and implementation of specific activities including management of volunteers and administrative processes

- Toronto Association contract staff recruited for function of support to the organization **April 2002**
- Staff plan complete **May 2002**
- Support staff evaluation complete **March 2003**

IMPROVE THE MEMBERSHIP RECRUITMENT process including completion of a comprehensive membership database and more outreach to the network of social groups throughout the GTA

- Membership list update complete **May 2002**
- Database development complete **June 2002**
- Computer hardware and software in place **June 2002**

Planning for a strong future

- Outreach plan developed **June 2002**
- Presentation package prepared and supplied to presentation team **September 2002**
- One visit to each social group complete **December 2002**
- Follow up with each social group complete **February 2003**



MAINTAIN EFFECTIVE COMMUNICATION WITH MEMBERS

- Communication strategy complete **June 2002**
- Newsletter review complete **June 2002**
- Divert 150 newsletter subscriptions from mail, to e-mail distribution **September 2002**

IMPROVE COMMUNITY AWARENESS OF THE SOCIAL, MENTAL AND PHYSICAL BENEFITS OF SCD

- Information Package content prepared **September 2002**
- Information Package printed and ready for distribution **December 2002**
- List of local newspapers and publications prepared **January 2003**
- List of target audiences prepared **January 2003**

Planning for a strong future

TORONTO ASSOCIATION 2002-2003 BUDGET INCLUDING ACTION PLAN ACTIVITIES - APPENDIX 2

BUDGET ITEM DESCRIPTION	2001/2002 BUDGET APPROX \$	2002/2003 BUDGET APPROX \$
2001/2002 MEMBERSHIP FEES		
Regular Member 270 @ \$35	9,450	270 @ \$50*
Couples 99 @ \$65	6,435	99 @ \$90*
Additional 15 @ \$30	450	15 @ \$40*
Society Life Member 8 @ \$21	168	8 @ \$25
Branch Life Member 14 @ \$0	0	14 @ \$0
Junior Member 31 @ \$1	31	31 @ \$5
TOTAL	16,534	23,365
GENERAL REVENUE		
Newsletter Subscriptions 17 @ \$20	340	-10%
Publications/Merchandise Sales	400	450
Donations	170	200
Newsletter Advertising	0	* New Policy
Mailing Service –estimated revenue from external sources mailings	0	* New Policy
Insurance	0	* New Policy
Investment Interest	200	200
TOTAL	1,110	4,300

Planning for a strong future

BUDGET ITEM DESCRIPTION	2001/2002 BUDGET APPROX \$	2002/2003 BUDGET APPROX \$
SELF SUPPORTING ACTIVITIES		
Association Classes	8,370	5,670
Association Dances	15,750	15,750
Association Weekend	0	0
Association Workshops	6,490	+10% 7,150
Tartan Ball	20,800	20,800
Dancing in the Park	3,450	3,450
Musician's Workshop	0	0
Teachers Candidates Classes	0	Subsidized 1,500
Special Events	0	0
TOTAL	54,860	54,320
GRANT REVENUE		
Ontario Trillium Foundation	0	62,000
Toronto Arts Council	500	500
TOTAL	500	62,500
TOTAL REVENUE	73,004	144,485

Planning for a strong future

BUDGET ITEM DESCRIPTION	2001/2002 BUDGET APPROX \$	2002/2003 BUDGET APPROX \$
2002 SOCIETY MEMBERSHIP FEES		
497 @ .18 Exchange rate 2.25	8,945	497 @ L10 Exchange rate 2.25 11,185
TOTAL	8,945	11,185
GENERAL ADMINISTRATION		
Staff Salary	0	15,000
Legal Fees	925	500
Audit Fees	0	0
Insurance – general liability and directors' and officers liability	1,836	+25% 2,295
Advertising	650	+10% 715
Publications/Merchandise	280	New Policy 310
Newsletter	6,800	+10% 7,480
AGM	1,134	1,000
TOTAL	11,625	27,300
OFFICE EXPENSE		
Bank charges	85	+10% 95
Bell Prime Line \$33.26/month	400	+10% 440
Internet \$26.75/month	320	+10% 355
Stationary	300	400
Duplicating and printing	250	250
Computer Operations	0	0
TOTAL	1,355	1,540

Planning for a strong future

BUDGET ITEM DESCRIPTION	2001/2002 BUDGET APPROX \$	2002/2003 BUDGET APPROX \$
COMMITTEE EXPENSES		
	0	0
SPECIAL PROJECTS		
Planning for a Strong Future – Action Plan Activities Children's Gala Day	15,000 (55)	47,500 (250)
TOTAL	14,945	47,250
SELF SUPPORTING ACTIVITIES		
Association Classes	8,030	4,420
Association Dances	12,775	12,775
Association Weekend	0	0
Association Workshops	4,600	5,060
Tartan Ball	20,185	20,185
Dancing in the Park	3,920	3,920
Musicians Workshop	0	0
Teachers Candidates Classes	545	3,615
Special Events	0	0
TOTAL	42,025	49,975
TOTAL EXPENSES	86,870	137,250
TOTAL REVENUE	73,004	144,485
TOTAL EXPENSES	86,870	137,250
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSE	(13,866)	7,235

Planning for a strong future

COSTS ASSOCIATED WITH PLANNING FOR A STRONG FUTURE

COSTS	YEAR 1 \$	YEAR 2 \$	YEAR 3 \$	YEAR 4 \$	YEAR 5 \$	TOTAL \$
Governance Review	4,000	500	500	500	500	6,000
Volunteer Management	3,000	1,500	700	700	700	6,600
Strategic Plan Update	0	0	0	0	1,000	1,000
Financial Management	3,000	750	250	250	250	4,500
Funding Coordination	4,000	500	500	500	500	6,000
Staff Support Strategy	3000	500	0	0	0	3,500
• Contract Staff	15,000	15,000	10,000	10,000	10,000	60,000
Communications Strategy	7,500	250	250	250	250	8,500
Newsletter Review	2,000	500	500	500	500	4,000
Information Package	4,500	550	550	550	550	6,700
Community Relations	0	3,000	350	350	350	4,050
Community Event Plan	0	2,500	350	350	350	3,550
Activity Assessment	2,000	250	250	250	250	3,000
Workshop Development	0	5,200	500	500	500	6,700
Dance Program Development	0	1,250	200	200	200	1,850
Teacher Development	0	0	2,000	350	350	2,700
Membership Database	\$12,000	\$250	\$250	\$250	\$250	13,000
Member Recruitment	1,500	750	750	750	750	4,500
Member Incentive	0	1,000	200	200	200	1,600
Member Recognition	0	1,000	250	250	250	1,750
Social Group Outreach	500	500	500	500	500	2,500
Social Group Recognition	500	250	250	250	250	1,500
TOTAL COSTS	\$62,500	\$36,000	\$19,100	\$17,550	\$18,550	153,700