

2020-2021

# ANNUAL REPORT

DAYTON CONTEMPORARY DANCE COMPANY





# A FORK IN THE ROAD

During 2020-21, Dayton Contemporary Dance Company (DCDC) had a decision to make. In the face of a pandemic and an uncertain economy, the company could go in one of two directions: either continue as before, following the formula for half a century of success, or boldly accelerate the company's growth to move ahead of the uncertainty and secure a solid future.

DCDC chose the second course. The coronavirus pandemic challenged DCDC to become both innovative and transformative. With exceptional art, visionary leadership, and sound business practices, the company continues to progress on its path toward renewal and growth.

In July 2020, the company launched its 2021-25 strategic plan, developed by internationally renowned strategic consultant Michael Kaiser, working with company executive leadership, board, and staff. Since 2018, DCDC has also worked with Nonprofit Finance Fund (NFF), a consulting firm that helps nonprofits excel in achieving their mission and delivering their services. Both Kaiser and NFF equipped DCDC with its most ambitious and strategic plan to date.

This report touches upon the bold changes DCDC made during the year, from expanding fundraising capacity, to embarking on a novel way to deliver services, to renovating its company studios.



# DCDC DELIVERS ART AND EDUCATION IN A NEW WAY

HyFlex offers adaptable program delivery for concerts and education programming, allowing for three options: Option A entails a live performance for in-person attendance. Option B allows for audiences to digitally livestream a performance at a separate venue, such as their home. Option C allows audiences to view a digitally prerecorded offering. For Options B and C, DCDC creates performing arts and education videos in its newly renovated studios. During 2020-21, DCDC created 10 videos, and intends to make at least 20 more over the next two years.

To create these videos in-house (for self-reliant production capacity and curbing expenses over time), DCDC converted its studios into digital recording spaces complete with LED lighting, drapes, special reflective paint, and limited seating for live audiences.

The studios now feature two fully functioning black box theaters with cameras, computers, software, electrical upgrades, and wireless enhancements. DCDC's self-produced videos, as well as livestreamed studio performances, can reach audiences and classrooms across the nation as the company's network expands. Plus, the studios remain fully functioning rehearsal spaces.

The studio transformation was made possible by generous funding from the state of Ohio, Arts Midwest, Montgomery County Arts & Cultural District, and individual donors. While the pandemic has impacted every arts organization, DCDC responded to a difficult situation by creating new opportunities. With HyFlex, the company has an innovative way to deliver art and education to the public.

# PERFORMING ARTS & EDUCATION PROGRAMMING

## Education Programming

HyFlex also allows DCDC to deliver digital education videos to online student audiences. One such video, Nana Akua Goes to School, based on the children's book of the same title by Tricia Elam Walker, encourages students in grades three and four to learn, appreciate, and celebrate cultural differences.

Abby and Her Friends: Let's Learn Together is a series of four videos for pre-K to second grade. The Lyricist: A Modern-Day Poet delves into the forms of free verse and spoken word for grades six to 12.

Symbolic Expressions, for grades five and six, focuses on the Adinkra symbols originating from West African culture. Articulated through contemporary dance, dance artists use selected symbols as the framework and artistic expression to explore the interpretations and meanings behind these visual emblems.

DCDC also provided digital education videos to Frederick Douglass Elementary School in Cincinnati, which invited the company for the fifth consecutive year to conduct a residency.

During 2020-21, DCDC reached a total of 49 schools in Dayton and Cincinnati with the educational programming outlined above. Through Muse Machine, which enthusiastically welcomed DCDC's unique videos, DCDC reached 29 of the 49 schools.

## Performing Arts Programming

The 2020-21 performance season, CounterPoints, presented three full-scale productions via HyFlex. In the fall, What's Goin' On? paid tribute to Marvin Gaye on the 50th anniversary of his hit song by the same name. In December, DCDC presented Home for the Holidays, a collection of dance performances and live readings of holiday stories. In March, All About Love was an ingenious interactive online presentation of prerecorded dance performances as well as love poems and stories framed in an online book form. Hard copies of the book were also sold. This production was among the most innovative in DCDC history.

Fall concert What's Goin' On? had a total of 72 online attendees, while Home for the Holidays had 83 and All About Love had 172. While these numbers are modest compared to those for in-person performances, they are encouraging given the novelty of this digital mode of presentation.

## PRAISE FOR DCDC'S HYFLEX PRESENTATIONS

The following is a sample of viewer comments made in the online evaluation for *What's Goin' On?* and *Home for the Holidays* viewed through HyFlex.

"After a dark season, it was just uplifting to watch DCDC again."

"I scored the ticket price as a 1 [the lowest score in multiple choice feedback]. That's because it was TOO LOW for the quality of dance we get from DCDC!"

"I loved it. Hope you continue even after you resume live performances. The performances of the dancers were amazing and there was so much emotion in the last piece. Thank you!"

"As a new board member, I am impressed with the commitment to excellence I experienced with this [HyFlex] delivery. I hope we continue to do such events virtually, even after the world opens back up."



# 2021-25 STRATEGIC PLAN

Between Michael Kaiser and NFF, DCDC has availed itself of a double layer of outstanding counsel for the formation of its 2021-25 strategic plan. The result of their extended and thorough consultations is a new plan with eight key drivers for institutional transformation.

## THESE EIGHT DRIVERS ARE:

1

Reserve fund

2

Comprehensive campaign

3

Digital programming

4

Satellite cities

5

DCDC as an African-American artistic, cultural, and intellectual hub

6

Special projects

7

Dancer enhancement

8

Institutional marketing and branding

## HERE'S AN EXAMPLE OF A KEY DRIVER:

DCDC as an African-American artistic, cultural, and intellectual hub. "Hub" means a public arena in which African-American arts are explored, celebrated, researched, discussed, and disseminated. Hub events will market and brand DCDC to new constituencies, expanding its network and potential for fundraising.

Another strategic initiative is DCDC's satellite cities, where DCDC provides in-depth programming (performing arts and education services) on an ongoing basis. Thus, a satellite city is not a simple touring venue; it is a place where DCDC cultivates an identifiable cultural presence. As a result of DCDC's prior strategic plan, Cincinnati has become the company's first established satellite city. Due to its success in Cincinnati, DCDC will add one or two more satellite cities over the next three to four years.



# THE EXPANDED ROLE OF ADVANCEMENT

In terms of fundraising, beginning in the 2020-21 fiscal year, the company has embarked on a five-year plan to increase the annual budget from \$1M to \$3M. According to assessments conducted by NFF, the budget increase is based on past trends: DCDC's contributed income averaged an annual growth of 23% over a five-year period.

As a record-breaking achievement, DCDC has raised over \$2M in contributed income during 2020-21. Already, the company makes considerable progress in growing its budget to expand mission reach and performance and fundraising networks.

DCDC requires more expertise and resources to generate increased earned and non-earned revenue, broaden and deepen DCDC's networks, and enhance usage of digital technology and social media.

For this purpose, DCDC hired three more advancement staff members: a major gift officer, a development assistant, and a dance affinity coordinator. With the expanded advancement team, the company is set to expand its infrastructure, extending the company mission to audiences in southwest Ohio and, potentially, throughout the nation.

Five-year plan to increase  
the annual budget from

**\$1M** ➔ **\$3M**

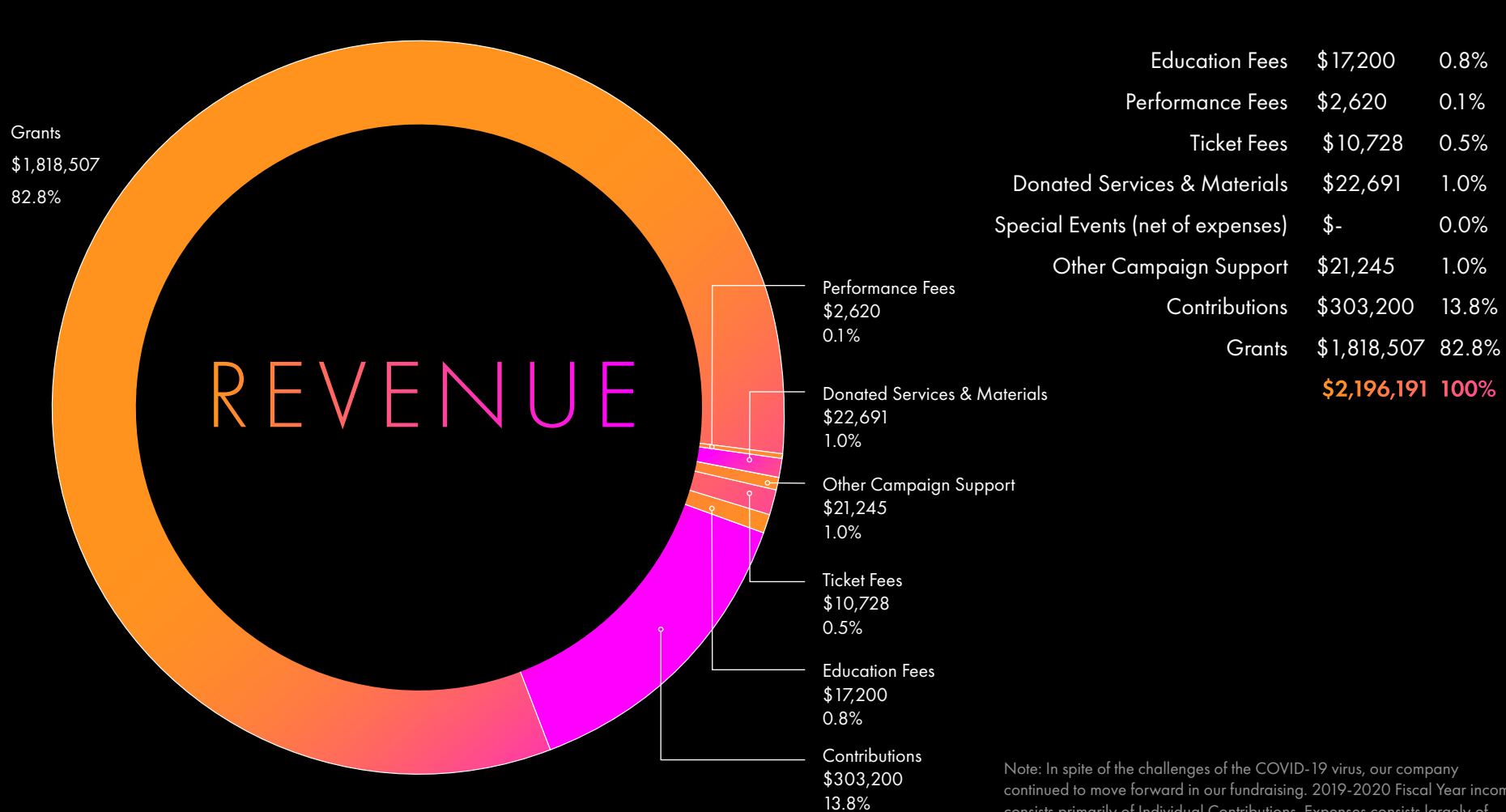
DCDC's contributed income  
averaged an annual growth  
over five years

**23%**

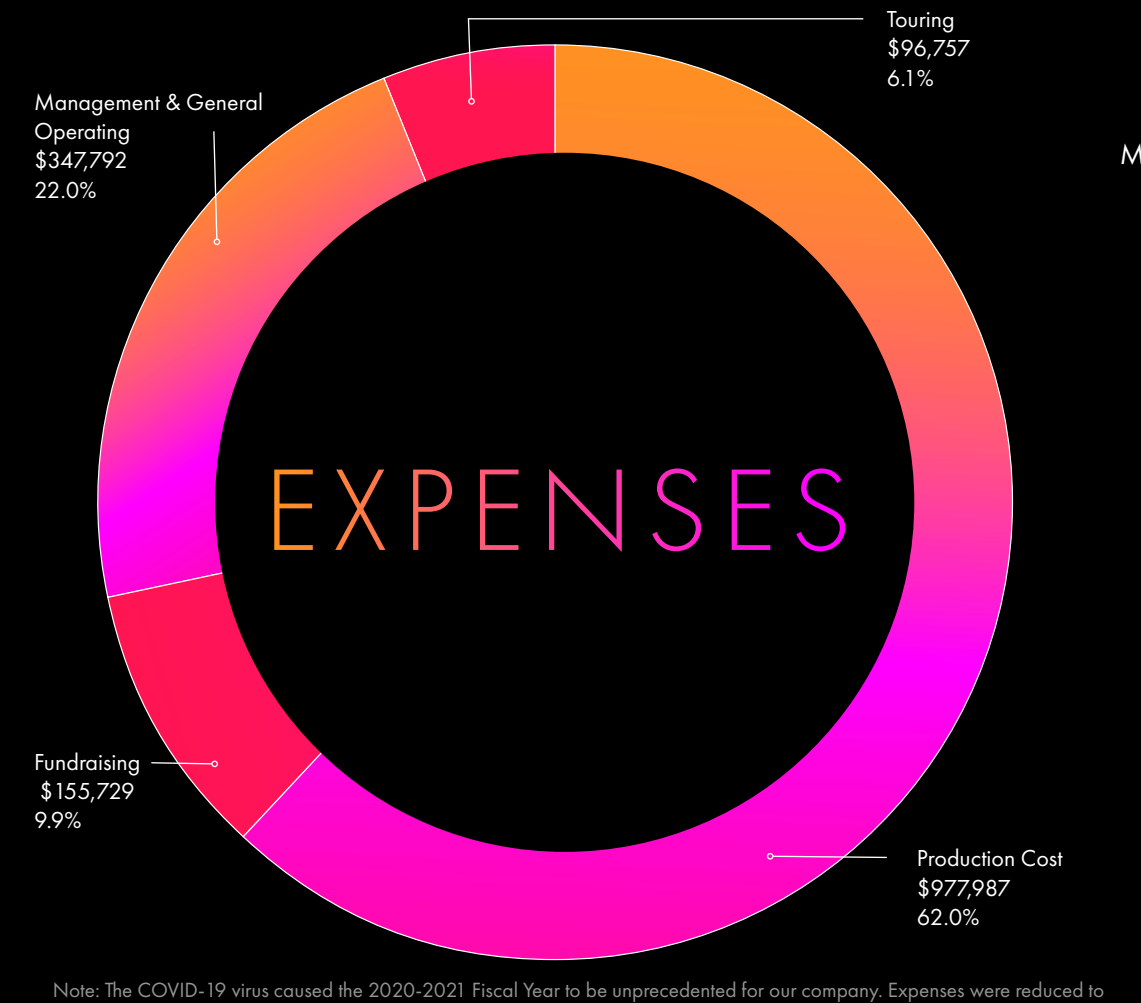
DCDC's contributed income  
raised during 2020-21

**\$2M**





Note: In spite of the challenges of the COVID-19 virus, our company continued to move forward in our fundraising. 2019-2020 Fiscal Year income consists primarily of Individual Contributions. Expenses consists largely of Production and Education as seen in the attached charts.



Note: The COVID-19 virus caused the 2020-2021 Fiscal Year to be unprecedented for our company. Expenses were reduced to only what was necessary to keep the organization viable. The fiscal year income consisted mainly of five very generous grants that created our highest income in the company's history.

YEARLY INCOME

2011	\$1,213,405
2012	\$1,233,479
2013	\$1,113,661
2014	\$1,297,718
2015	\$1,239,691
2016	\$1,242,954
2017	\$1,449,170
2018	\$1,532,477
2019	\$1,813,270
2020	\$1,731,952
2021	\$2,196,191



# THE ANDREW W. MELLON FOUNDATION

DCDC received a grant of \$771K from The Andrew W. Mellon Foundation. This grant is called a “change grant” and will accelerate the implementation of a transformational business model, building upon the company’s 52-year history of artistic and community service successes.

Funding from The Andrew W. Mellon Foundation will accelerate a prior, ongoing, and successful effort that enables the company to address challenges and opportunities. In fact, the grant will support six of the eight key drivers listed in this report.





# THANK YOU FOR YOUR SUPPORT

## ENCORE

(Gifts of \$500-\$999)

Alonzo & Clarissa Patterson	Laurence & Barbara Lain
Bernard & Marla Gamble	Marilyn E. & Jesse E. Lewis
Brenda Y. Martin	Michael A. Powe
Cary J. Frieze	Mike and Frieda Brigner
David Young	Monica L. Newby, D.D.S.
Donna & Mr. Gerald Cox	Ramona Townsend
Downtown Dayton Partnership	Roger & Sharon Neal
Dr. Karen Schuster Webb	Rubi Girls, LLC
Elva Lois Thomas	Steve & Lou Mason
Franklin M. Halley	Susan & Bill Sibbing
Giovanni M Bonds	William Pflaum
Kaitlin Schroeder	
Kevin & Mary McDonald	
Kristine Hofstra & Elizabeth Wiley	
Larry & Marilyn Klaben	

## SETTING PACE

(Gifts of \$1,000-\$9,999)

Agnes & Gilbert George	Hope & Bob Taft
Allegro Fund	Iddings Foundation
Alpha Kappa Alpha Sorority, Inc.	Janice D Allen
Amy & Brian Gath	Jim & Carol Nathanson
Andy & Sue Snow	Judith & Michael Kreutzer
Anita J. Moore	Katherine Anne Wiedeman
Charlotte M. Harris	LaRon D. Burbridge
Coles Ruff	Lois & Don Bigler
David & Pat Diven	Lunne Marketing Group (LMG)
David W Goltz	Mark F. Dalton
Dayton Foundation	Marna K. Bosch
Dayton Live	Marva Cosby
Deirdre E Logan	Michael McGovern and Torey Hollingsworth
Delta Sigma Theta Sorority, Inc.	Montgomery County Arts & Cultural District
Dr. John & Carolyn Garland	Muse Machine
F.T. Burden	Paul H. Benson, Ph.D.
First Financial Bank	Richard & Elisabeth Righter

## GRAND ACHIEVEMENTS

(Gifts of \$10,000-\$99,999)

Arts Midwest, Incorporated  
Clarence & Judith Lapedes Foundation  
Costco Wholesale  
Dayton Power and Light Foundation  
Harry A. Toulmin, Jr. and Virginia B. Toulmin Fund of Dayton Foundation  
Jacqueline Gamblin  
JYG Innovations, LLC  
Mary H. Kittredge Fund of The Dayton Foundation  
Mathile Family Foundation  
Miriam Rosenthal Foundation for the Arts  
Montgomery County Office of Family & Children First  
Ohio Arts Council  
PNC Bank  
Rick J. Omlor & Elizabeth Hardy, Ph.D.  
Shubert Foundation, Inc.

## UNLIMITED POSSIBILITIES

(Gifts of \$100,000.0+)

City of Dayton  
Kettering Fund  
Maureen Lynch & Richard Lapedes

# NEW MARKETING



For marketing activities during 2020-21, DCDC introduced changes to its institutional marketing, under the leadership of DCDC board member Doug Lunne and his team at LMG, a highly reputable marketing firm in Dayton, Ohio.

LMG completely redesigned DCDC's website, which was launched in August 2021. The marketing firm also created a new DCDC logo, which perfectly captures the company's growing reputation. DCDC's social media numbers continue to grow with LMG's assistance.

Because of the success of its institutional marketing, for the second year in a row, DCDC was selected as the "best regional arts organization" by Cincinnati Magazine. Additionally, Dayton Magazine honored DCDC with a Greater Dayton Nonprofit of the Year Award in 2021 in the category of performing arts.





DCDC.org