



Healthy Dancer Canada Strategic Plan 2024-2029

Executive Summary

The Board of Directors of Healthy Dancer Canada recognized the importance of undertaking a review of the organization and engaging in a strategic planning process to determine its future direction. The board had developed HDC's vision, mission and values in 2016. Since that time, various political and economic changes had begun to impact the arts community in general and the dance community in particular. HDC was committed to examining all aspects of the organization in order to focus on offering programs and services that are valued and needed by the members and the dance community, and set a direction for the future of the organization.

A grant from Canada Council for the Arts was secured to support the strategic planning process. Marlene Stirrett-Matson was hired as a consultant to design and facilitate the process. The board of directors and committee chairs traveled to Calgary for the weekend of May 5-7, 2023 for a strategic planning retreat. At the retreat, research was presented to the group to provide a foundation for deliberations and information for analysis of strengths, weaknesses, opportunities and threats. New vision, mission and values were drafted, a new structure and priority areas were determined and goals were developed. Committees then worked for the next ten months on creating logic models in order to define outcomes, and developing clear and concise action plans with tasks and timelines clearly laid out.

New Vision/Mission/Values

The strategic planning team brainstormed new vision, mission and values, which were finalized and adopted by the Board of Directors and membership on November 5, 2023.

Vision

Healthy Dancer Canada envisions a dynamic culture that welcomes everyone to experience and share the art of dance in all its significance and greatness. We imagine a movement in which healthy practices honour and support the diverse roots, forms, and expressions of dance.

Mission

Healthy Dancer Canada's mission is to empower dancers and all who engage with the art of dance by nurturing a culture of wellness within a vibrant dancing community.

Values

With a dancer-centered and sustainable approach, HDC values:

- Wellness, safety, and care
 - We promote approaches, activities, and processes that protect and encourage the ongoing holistic health and wellbeing of individuals and groups.

- Equity, diversity, inclusivity and accessibility
 - We celebrate the many ways of being, knowing, learning, and dancing.
 - We are committed to positive experiences and outcomes for all. We strive:
 - to fairly distribute the organization’s material and non-material opportunities;
 - to create welcoming and supportive interactions, programs, policies, and practices that recognize, respect, and leverage diversity;
 - to remove barriers to participation in dance, our organization, and its endeavours.
- Community and collaboration
 - We foster ecosystems that bring people together to share knowledge and resources as we address current issues and opportunities.
- Integrity, accountability, and transparency
 - We recognize the importance of:
 - being open and honest;
 - being responsive and responsible to our dance community;
 - exposing complexities that underlie the decision-making of our organization.

New Strategic Priorities and Structure

HDC has determined the following priorities of the organization:

- The need to review the **governance** of the organization to ensure accountability and responsiveness.
- HDC’s role in sharing evidence-informed knowledge and practice through **education** and resources was confirmed as a continuing priority for the organization.
- HDC can be a leader in championing **equity** in the dance community.
- HDC needs to ensure there is value in being a member in order to retain and increase **membership**.
- **Communication** is needed to promote and support the work of the organization.
- HDC needs to explore way to ensure **sustainability** of the organization in order to deliver on all priorities.

A new structure was developed to deliver on the mission and priorities of the organization, promote and live the values and work towards the vision. The new structure includes a strong board of directors and the following [Committees](#):

1. Continuing Education Committee, which includes Conference, Resources, and Dancer Screening
2. Equity, Diversity, Inclusion & Accessibility Committee, which includes BIPOC Advocacy Working Group
3. Membership Committee
4. Outreach & Communications Committee, which includes Social Media, Newsletter, and Website Committees
5. Sustainability Committee, which includes Financial Development and Long-Term Development Framework for Dance Working Group