

2016

The Otonabee Plan

Part 1

Prepared for The Otonabee Square Dance Club

Marketing, Promotion & Recruiting




William Harris
March, 2016

ACKNOWLEDGEMENT

As the Otonabee Square Dance Club is in the throes of completing its 7th year. I would personally like to acknowledge the contribution of Jean & Howard Lander. In the 2 ½ years I have been dancing, in the numerous outside dances I have attended, in the many conversations I have had with dancers at these dances, Otonabee is held in high esteem by many in the square dance community as one of the most progressive and successful Clubs in Ontario. I believe that this esteem is mainly due to the persistence, tenacity, willingness to try new ideas, willingness to adapt and simply just a passion for square dancing and its many positive qualities recognized by Jean & Howard that have made the Club so successful. So, thank you Jean and Howard. Through your efforts in square dancing, I for one has been given the chance to be a happier, healthier person who has met many, many new and wonderful friends.

In addition, thank you to Olga McQuay for reviewing this document and suggesting changes and corrections.

A handwritten signature in black ink that reads "Bill Harris". The signature is written in a cursive, slightly slanted style.

March 2016

**THE OTONABEE PLAN
PART 1**

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IN THE BEGINNING

"I have a dream."

This document is produced for the Executive of the Otonabee Square Dance Club as a discussion paper for comment, thoughts and ideas (additional to those in this document) which upon agreement, consensus and approval will ultimately be consolidated into a strategic plan with specific ideas, numbers, dates, timelines and financial requirements.

Background

The catalyst behind my dream was instigated by the Otonabee Square Dance Club's November 11th, 2015 letter (see Appendix "A") to the Lift Lock Square Dance Club. In this letter, Otonabee articulated their concerns, hopes and suggestions with the goal of involving the Lift Lock Club in the ongoing viability of the both Clubs and square dancing in general. As Otonabee is the primary Club graduating dancers to Lift Lock through its' Basic/Mainstream program; with the decline in square dance participants in general; and with the ongoing challenge to recruit new dancers, a combined and consolidated effort by both Clubs is preferable, yes, even necessary to ensure the viability and growth of both Clubs. Both Clubs have expertise, attributes and qualities that they can bring to the table including but not limited to, personnel, dancing experience, financial resources, etc.

The Otonabee letter resulted in a joint meeting of both Executives being held on December 9th, 2015 to discuss the contents of the letter.

From this meeting Lift Lock agreed to specific initiatives which were fulfilled and the Otonabee Executive was charged with the responsibility to produce a list of initiatives, projects and funds that they require assistance with to grow the membership in their Club and forward this list to Lift Lock for discussion at their executive meeting.

In this meeting, I suggested that a Lift Lock person be appointed to act as a liaison Lift Lock and Otonabee and that I would be willing to be this person. Otonabee invited me to their next Executive meeting and although a verbal report was given to the Lift Lock Executive at their next meeting, no formal appointment or recognition of the position was given to the liaison position. In addition, I also suggested that a STRATEGIC MARKETING/PROMOTION PLAN be produced and that I was willing to take the lead role. As such, have produced this document.

As I progressed in my research, I found it necessary to think above and beyond PROMOTION & MARKETING. dates and money into the equally important areas of RECRUITMENT, RETENTION, SOCIAL, PROGRAMS, TEACHING METHODS & TYPES, QUALITY OF GRADUATES, INCENTIVES etc. In other words, a "holistic" approach - each element connected and intertwined for success with the other.

Like my dream, I challenge you to have the same dream for our Club(s) and develop ideas to fulfill those dreams.

I implore you:

- 1) to think outside the box,
- 2) to look at the big picture,
- 3) to look to the future,
- 4) to search for ways to grow our club(s) and
- 5) to be positive

and then, take the necessary steps to succeed. Look at everything Including recruitment ideas, who is our market, who do we want to market to, to such topics as dance fees, caller fees, program content and delivery, dress code, dancer retention but to name a few that may need revision.

So, I ask you 2 questions:

- 1) What can we do more of, better or different to recruit new dancers?
- 2) What can we do more of, better or different to retain our new and current dancers?

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This document is general in nature containing thoughts and ideas, both original and obtained through 10's of hours of research and the reading of hundreds of pages of documents and even more hours of thought and consideration of these many documents of the methods and ideas which have been deemed successful in achieving Club objectives. My intention is NOT to "reinvent the wheel" but to enlighten all of us as to what is out there.

In this document, I have copied and pasted thoughts and ideas from numerous sources and have acknowledged those sources where appropriate. In some cases, I have contacted the author of the article and obtained their permission to use and/or reprint their article for inclusion in this document. For the most part however, I have distilled all the thoughts and ideas in this document for expedient reasons such that the major thoughts and ideas, in my opinion and consideration, are presented in a shortened, readable format. As such, it is possible that my own prejudices may be inherent throughout the document as to an Otonabee approach.

I fully expect and hope that you will thoroughly read this document, to pick out ideas that resonate with you and to add you own ideas, thoughts and suggestions: all with the intent to produce a plan to expand & grow the Club and make Otonabee the model for success and the envy of all square dance clubs.

Two other very important points:

1. the Executive must show competent and enthusiastic leadership and
2. all current Club members must be MOTIVATED to participate, to get on board, in the implementation of the plan. This is an Executive responsibility. Many bodies will make the task much easier.

Two other points:

1. Although my background is engineering, sales and marketing, I am only an amateur in the fields of sales and marketing having collected and assimilated any knowledge from the professionals I hired for my company, and
2. This document is specific to the Greater Peterborough Area although if successful, could be used for other Clubs and Provincial and National distribution.

And finally, throughout this process, we, all of us, Executive and members must make it **FUN, FUN, FUN** and have **& GOOD TIME.**

Attached is Part One of a plan to grow The Otonabee Square Dance Club – Marketing, Promotion and Recruitment. Part 2 of the Plan will deal with Retention and Part 3 will deal with everything else from program formats/teaching to Executive structure etc.

Respectively submitted,



William Harris
March 21, 2016

THE OTONABEE PLAN
PART ONE
FOR GROWTH AND SUCCESS

THE GOALS AND CHALLENGE

The main task of recruiting new Club members (and retaining existing members) rests solely on the shoulders of all Otonabee members. It is the Executive of Otonabee who must take the lead role in initiating recruitment plans and ideas in measureable ways and bring the general membership "on board". The goals will determine how the Club goes about gaining and keeping new members

What are the goals:

- 1) to have **FUN** and ensure people who walk through the door are laughing, having a good time and enjoying themselves all the while learning to dance
- 2) to grow the Club through increasing membership
- 3) to insure that new members return
- 4) to graduate competent Basic/Mainstream dancers
- 5) to have Lift Lock be equal partners in the recruitment process and growth of Otonabee

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MARKETING AND PROMOTION DEFINED

First, the basics:

MARKETING

From Wikipedia (edited & condensed):

Marketing is the widely used term to describe the means of communication between the company (Club) and the consumer audience (the public) for creating, communicating, delivering, and exchanging offerings that have value for customer and society at large with the purpose to induce a behavioral change on a short-term or permanent basis.

The techniques used in marketing include choosing target markets through market analysis and market segmentation, as well as understanding methods of influence on the consumer behavior. The market planning creates strategies for the company to place advertising to the dedicated consumer to help to reach the target audience.

In nonprofit organization marketing, the aim is to deliver a message about the organization's services to the applicable audience. For example, governments often employ marketing to communicate messages with a social purpose, such as a public health or safety message, to citizens

PROMOTION

From Wikipedia (edited & condensed):

Promotion refers to raising customer awareness of a product or brand, generating sales, and creating brand loyalty. It is one of the four basic elements of the market mix, which includes the four P's:

1. price
2. product
3. promotion, and
4. place

Promotion is also defined as one of five pieces in the promotional mix or promotional plan. These are personal selling, advertising, sales promotion, direct marketing, and publicity. A promotional mix specifies how much attention to pay to each of the five factors, and how much money to budget.

Fundamentally, there are three basic objectives of promotion:

1. To present information to consumers and others.
2. To increase demand.
3. To differentiate a product.

The purpose of a promotion and thus its promotional plan can have a wide range, including:

1. sales increases
2. new product acceptance
3. creation of brand equity
4. positioning, competitive retaliations
5. creation of a corporate image.

In my opinion, marketing defines the who and what (the target and what motivates the target) and promotion defines the where, when and how (how we get the product in front of the target and by what means)

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MARKETING

Basically from a seminar conducted by Jim Hensley during Festival 2005 where intensive research by professionals showed that (with added thoughts and comments by the writer of this document):

From Survey Research:

1. Square Dancing is the most politically correct healthy, social activity in the world, but we are not willing to make the marketing changes necessary for this and the product (Square Dancing).
2. Square Dancing's current image (according to 90% of the focus groups surveyed) is that it is done out in the country, in a barn with fiddle music and with the ladies dressed in puffy clothing! (*we know this not to be true*)
3. Square Dancing is fun and good for you (according to the survey) and that people would probably try it when they were old enough. (*the image being that only old people like to Square Dance*)
4. Square Dancing, is trying to be sold to the Baby Boomers -those people born *after* 1946. They have a totally different mindset to those born before 1946. Boomers are selfish. They do not want lessons, classes or commitments. They were not joiners when they were 21 and they are still not joiners at 61.

When asked if their opinion of SD was positive, negative or neutral, only 12% said negative, 34% were positive, 40% were neutral and 14% didn't know. This points to a brand identity problem - "knew it was good, but didn't try it" {34% is a big number in marketing terms}

Note: But the good news is that despite the mindset difference, if we can get them to attend two or three nights of dancing and give them a good experience, they will become hooked.

5. Square Dancing prices are kept low thinking it would help promote SD while prices for all other activities went up. *However, price was not the problem.*

Nike does not sell \$125.00 shoes (the product). They sell an experience. They sell a \$1.00 shoe to fathers so that their sons can have a \$125.00 Michael Jordan experience of flying through the air to the basket.

Starbucks does not sell coffee! (the product) They sell the experience of the Viennese coffee shop. You can buy coffee cheaper at Tim Hortons but people are willing to pay more for the Starbucks "experience."

Ruth Chris Steak Houses do not sell the steak (the product), they sell the "sizzle" (the experience).

Square Dancing (our product) is an experience and it is important that people being asked to experience that experience see its value as its true value. Most of us make an initial value judgment on price. If we say that an evening of Square Dancing is only \$3.00 then the Boomers will relate that to other \$3.00 experiences. {For a Boomer, \$3.00 is an insignificant amount suggesting that a \$3.00 experience will be insignificant too}

Perception of a higher price can be kept by copying TV ads: Price is \$19.95 but today you can have 2 for \$19.95 (then throw in something extra for free.). Offer "2 for 1". Register by --- and get 1/2 off. {There are lots of ideas on T.V. start watching the ads and see what they are doing and apply this to our SD advertising.}

The modern market place is incredibly competitive. The people we are trying to attract to square dancing are being bombarded by others pressuring them to do things. Square Dancing needs to see itself as a service not an immortal hobby.

Note: Selling this experience will not lessen Square Dancing's tradition and heritage but we must see square dancing from a marketing perspective if we are to get new dancers through the door.

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6. Square Dancing must embody and promote **Social Capital** (the way we interact with people in our world) - the real reason and the one that offers the best value as to why Square Dancing is the best politically correct activity.

Social capital is known to be an important health factor but is placed way down on the list behind nutrition, exercise and so on. However recent research shows that humans have an innate need to connect. We need to belong to a group outside of our work and family groups. During WW2, we connected and trusted and postwar times saw group activities boom -bowling, churches, square dancing - to keep the sense of connection strong.

But the next generation lost that sense of trust and connection. Indirectly the Boomers are seeking to re-connect even though they are not aware of it. If they understand they might just as well smoke a pack of cigarettes a day because it will have the same negative effect on their longevity, how they do their job or how they run their business, as will a lack of connection. Recent research proves this. Tell them this and they will pay attention and see Square Dancing in a different light. (*People connect in many ways while Square Dancing - physical, social, mental*).

We need to spend more time promoting the social aspect of Square Dancing by giving people more time to mix during the dance. (30% of the club comes for the social aspect of the evening rather than the dance). Thus we need to make what we do in our club a special experience for all.

7. Square Dancing is a healthy activity. Boomers worry about health. The fastest growing section of the Health Spa industry is the 50 year olds and over. Bored with the treadmills and stair climbers they are looking for new ways to exercise and Spas are teaching Hip Hop and Tango and other ballroom dancing. Square Dancing is right there to answer this need. Our Brand Identity is excellent. {36%} " Brand Identity" is what you think of a product that you don't use yourself.
8. Square Dancing can be promoted to males. All men are alpha males. When "dancing" is mentioned to an alpha male, his immediate image is that of Barishnikov or Nureyev floating through the air in skin-hugging tights. This is the guy who never asks for directions and cannot allow himself to look or feel awkward and he doesn't want the caller telling him what to do. So the caller must be supersensitive to this factor. If the alpha male is having a good experience, he will realize that this is not dancing - it's a problem-solving exercise and he enjoys it because he has overcome his fear of "dance"
9. **The majority of new members to square dancing clubs come from personal contact by an existing square dancer member bringing a friend, family member, business acquaintance, social contact etc. to the Club and dance for a first-hand experience.**

WHO IS OUR MARKET

Current Square Dancers by Age

A 2014 Florida survey of square dancers showed average Club membership to be in the following age groups:

Age 0-50	0%
Age 51-60	36%
Age 61-70	55%
Age 71-80	9%
Age 80+	0%

Population in the Greater Peterborough Area

From the Canadian 2011 census ([see Appendix "B"](#)), the population of the Greater Peterborough Area was:

	Male	Female	Both	Percent (Rounded)
0 to 39	26545	26575	53120	45%
40 to 49	7485	8195	15685	13%
50 to 59	8830	9725	18555	16%
60 to 69	7150	7870	15020	13%
70 to 79	4325	5080	9405	8%
80 to 89	2360	3600	5960	5.0%
90 and Up	335	880	1225	1%
Total	118,975	56,980	61,995	

From the Canadian census 2011 survey the market for our product (Square Dancing) is:

Under 39	53,120 people (45%)
40 to 49	15,685 people (13%)
50 to 59	18,555 people (16%)
60 to 79	24,425 people (21%)

Based on solely the 60 to 79 age group there are 24,425 people available to target. The members of Otonabee approximate 80 members or .003 percent – less than 3 members per thousand of population. Conversely, that means that for every thousand people in that age group in Peterborough, there are 997 who do not square dance.

DOES THAT NOT JUST SCREAM – OPPORTUNITY?

Raising our percentage to even 1% means that our membership could rise to 244 members or 3 time our current size.

If we add in the 50 to 59 age group of a further 18,555 people available to target, at 1%, a further 185 people could be added for a total of 429 dancers, almost 5 times our current size.

Now, that's a big, small business.

Scary, NO, let's say challenging. With that number, even 244, there are numerous logistic challenges (facilities, callers and the list goes on) while at the same time, numerous opportunities to devise new programs, etc. and create competent dancers.

Rebranding

This idea is a local thought for Peterborough.

Those with any knowledge of square dancing have heard that we dance to MODERN (if in excess of a half century can be considered modern) square dancing. It may be true, but for me, it only differentiates it from Old Time Square Dancing ... and I think, so what. The adjective does nothing for me, to twig my interest and attract me to square dancing or even inquiring.

My idea is to rebrand square dancing as: “The **NEW** Square Dance”. The thought being that even if I “think” I know what square dancing is, the word hopefully will generate some curiosity and precipitate an inquiry by someone to find out what is new.

This idea is meant to supplement the other elements in square dancing that we all, in the community, know to be true including the health, mental aerobic and physical benefits, the social aspect, all inclusive, all ages etc. In other words, potentially improving the quality of life for each individual. Get the inquiry and then we can talk about all the other benefits and have a chance to bring in a new dancer.

In conjunction with the above idea, I suggest, for advertising purposes, we design a new visual sign to generate inquiries. By this I mean designing a sign which can be consistently used to be put on signs, cards, handouts, brochures etc. Whatever is decided, it must be eye catching and consistently used so that when seen by an individual, it is associated, with what we want to promote – square dancing.

I do not propose using a logo on the sign. The problem with international, national or even Club logos is that, in my opinion, they only have significance to those already in the square dance community. I quite like both the Otonabee logo and the recently introduced international logo (and least that’s the intent) but I do not believe they enhance the marketing in the local market until we & square dancing are better known.



Otonabee Logo



International Logo

Design, colour and “catch phrases” (if used) are all important elements. KISS (Keep It Simple Stupid) is best.

I suggest:

1. a simple square design. There is a subliminal message as to our promotion – the square (dance)
2. contrasting colours of yellow and black and
3. the catch phrase – “Need Action”.



This design suggestion can be resized to fit anything - pamphlets, brochures, business cards, any size of signage etc.

Catch Phrases

Included in rebranding is the necessity to create eye catching ad phrases.

Externally

1. simply "New"
2. improved
3. need action
4. need fun
5. anybody can
6. 10 Awesome things about Square Dancing (seen in Oshawa paper – Jan 2016)
7. Why Square Dancing – because it's 2016 (from Justin Trudeau)

Internally

1. SDY (Square Dancing is for You)
2. more squares, more fun, more opportunity

An article in the Callerlab "Winning Ways" publication included a September 2004 report from New Zealand where a number of Clubs had had much better success than usual in attracting new dancers. No one was quite sure why, but they thought it had a lot to do with the general theme of their advertising which included advertising lines and phrases such as:

1. "If you enjoy walking for pleasure and exercise, you'll love square dancing"
2. "It's like walking to music" and
3. "Two left feet? No problem"

all of which many people seemed to find reassuring.

They reported that after years of getting perhaps 20 responses to their ads (from a local community of around 50,000), and retaining half of them if they were really lucky, in that particular year they had over 60 responses (approximately 3 times) and now have a class of 30+, and with a very much wider age range than usual.

Communication

To market is to communicate both internally within the Club (to be addressed in the future Retention part of the overall Otonabee Plan) and externally to new prospects.

When someone responds to any of the promotion initiatives, it is absolutely imperative that they be able to contact a person immediately to answer their questions. We need to *"strike while the fire is hot"*.

I am therefore suggesting that the success of this plan or for any plan to succeed, a dedicated Club phone and number is required.

The following is recommended:

1. a smart phone be purchased (for portability)
2. a Peterborough exchange number be used
3. a minimum cost plan with data & text (allowing emails to be responded to from anywhere the phone is)
4. a Canada wide calling plan with unlimited evenings and weekends Therefore, the phone can accept and make calls anywhere in Canada at no additional cost subject to the daytime limits in the plan.

In addition, the contact (holder of the phone) must be a sales oriented individual, knowledgeable of square dancing in general and Peterborough specifically, available during reasonable hours (day & evening and weekends to take calls) and if not on the Executive, appointed by and reporting to the Publicity Director. The should point out that the square dance activity is wholesome, energetic, fun, and it promotes good health. The contact must be enthusiastic and tell people how much fun it really is. Friendships last a lifetime and where else can you go and feel welcome as soon as you walk in the door. Promote friendship along with the activity

End of Marketing Section

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PROMOTION

The How – Ideas to promote square dancing.

Promotion defines the how (how we get the product in front of the target and by what means), where and when. The attached Appendix “C” is a document called PROSPECTING IDEAS authored by Jim Langdon and updated recently (2016) and contains 174 ways to find and retain new dancers and in part is the HOW aspect of promotion. I talked with Jim and have his written permission to use his paper in this document.

The document contains marketing, promotional and retention ideas compiled from multiple sources. As I have no intention of “reinventing the wheel”, I have included it for your perusal.

I do however have my suggestions, most of which are in 174 Prospecting Ideas and which I had listed prior to finding Jim Langdon’s document.

They are as follow:

1. Portable signs for high traffic areas including major intersections, entrances to shopping malls, subdivisions, etc. These signs would be placed at the weekend start and retrieved at the weekend end. This sign would be a bi-fold sign measuring approximately 18” x 24” (see picture)
2. Boulevard signs
3. Magnetic Car Signs
4. Flyers, postcards, etc., delivered by the postal service in targeted areas
5. Car Window Signs
6. Die Cut Figures for placing on windows of cars
7. Door Hanger Cards
8. Business Cards & Flyers
9. Place Mats (ie: McDonalds)
10. License Plate Holder
11. Community Mailboxes (Poster)
12. Newspapers – Press Releases
13. Newspapers - Event Calendars in print media
14. Newspapers (similar to a What’s Happening Section in Oshawa This Week) Do the local papers have similar columns?
15. Coffee News in Coffee shops
16. Social Media (Facebook, Meetup.com, etc.)
17. Partnering with "larger" company social clubs
18. Taxi Cabs (taxitops.ca – not in Peterborough but maybe something similar?)
19. Bus. Bus Benches and Shelters
20. Garbage bins outside stores

Some Examples



Poster



Boulevard Sign



Bi-Fold Sign



Community Mailbox Poster



Die Cut Window Figure



Magnetic Car Sign

Where to promote Square Dancing.

A poll of 37 new dancers in Warren, Ohio asked the question, "What brought you to lessons & squares?", the answers were:

- 2 – found on the internet (6%)
- 16 – had previously seen a demo (43%)
- 4 – flyer at a fair (11%)
- 4 - read an article in a local newspaper (11%)
- 11 - not accounted for in the pole (29%)

***However, the point was made in the pole that NONE of the above brought them to a lesson.
IT WAS THE PERSONAL INVITATION, THE PERSONAL CONTACT.***

The list of where to promote is really endless and is only limited by one's imagination. The places below are only the beginning. Use your imagination to add to the list.

- | | |
|--------------------------------------|----------------------------------|
| 1. Adult Education Centres | 16. Movie Theatres |
| 2. Art Centres | 17. Municipal Offices |
| 3. Barber Shops | 18. Real Estate Offices |
| 4. Beauty Shops | 19. Restaurants |
| 5. Chamber of Commerce | 20. Senior Centres |
| 6. Churches | 21. Service Clubs |
| 7. Company Recreation areas | 22. Shopping Malls |
| 8. Dentist & Doctor Offices | 23. Sporting Goods Stores |
| 9. Dry Cleaners | 24. Square Dance & Western Shops |
| 10. Drug Stores | 25. Teen Centres |
| 11. Grocery Store Bulletin Boards | 26. Video Rental Stores |
| 12. Health/Fitness Clubs | 27. Visitor Centres |
| 13. Hobby Stores (music, craft, etc) | 28. Visitor Magazines |
| 14. Laundromats | 29. Mail to ex-dancers |
| 15. Libraries | 30. Welcome Wagon |
| | 31. YM/YWCA |

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Once again, as I have no intention of “re-inventing the wheel this section”, the majority of this section is from the United Square Dancers of America publication IS-001 (Revised 02/13). The information was developed by the Education Committee of the USDA and provides a brief summary of just a few of the topics concerning the recruiting of new dancers. I have edited this document and added additional ideas where I felt appropriate.

RECRUITING NEW DANCERS



IS-001
Revised 02/13

INTRODUCTION

Recruiting new dancers is a never-ending task within the square dance movement. Square dancing is a great form of entertainment, therapy and exercise. It is also a great equalizer, as there are no income, education or culture barriers. PhD's dance along side of clerks, mechanics, engineers, sanitation workers, small town folk, city dwellers, politicians, world travelers, dentists, ministers - all looking for the same thing - fun, fellowship, entertainment and relaxation in a friendly, family atmosphere. No one is too old or too young to join in for an evening of square dance fun and fellowship.

How do we find new prospective dancers? How do we approach them? How do we interest them in, or persuade them that square dancing is the hobby for them? WE RECRUIT, RECRUIT, RECRUIT!

RECRUITING PLANS

To conduct a successful and prosperous recruiting program, a club must design and develop their recruiting plans and guidelines well in advance. The plans should consider class dates and schedules, length of class sessions, class size, class fees, class facilities, caller, angels or club helpers, attire, training materials, handouts, literature, interaction and interface with the club members and the club activities, class publicity and promotion, and club member support and involvement with the class. Educate the club members (recruiters) by developing an information sheet that provides answers to questions that will most likely be asked by the new prospects. The information sheets should include data about the club as well as the total square dance activity.

RECRUITING METHODS

Personal Contact: This is most successful method of recruiting new dancers. Solicit your friends, family members, acquaintances, business associates, etc. Encourage these potentials dancers to bring their friends. Transport your prospects to the early lessons until they establish a rapport with other students.

Exhibitions / Demonstrations: Perform square dance exhibitions or demonstrations at shopping centers, malls, fairs, community events, church events, etc. Be sure to present a colorful, fun and friendship atmosphere to the spectators. Involve the spectators if possible to demonstrate how easy it is and how much fun can be experienced in just a short time. If a new person can circle left, move forward & back, allemande and promenade, they are square dancing. Pass out flyers regarding your club and its class information.

Party / Benefit Dance: Offer to sponsor a Western Square Dance Party for a church group, civic organization or business group. Sponsor a Benefit Dance for a charitable cause that is open to the public. Demonstrate the club

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dancing and then involve the spectators, to let them taste the fun and fellowship that goes with square dancing. This recruiting method offers the potential of signing up a complete group of prospects at one time for the lessons.

Advertise: Design, develop and distribute posters and flyers advertising your class plans. Place flyers/posters in malls, stores, community bulletin boards, Chamber of Commerce, Welcome Centers, Welcome Wagons, Community Service Centers, waiting rooms, business offices, etc. Advertise via electronic billboards and the community service features of local radio and TV stations. Advertise and publicize by writing club, class, square dance articles for local newspapers and local square dance publications. Build a dynamic, live dancing club square dance float for use in various community parades and pass out flyers along the route.

Recruiting Tools: Flyers depicting all the pertinent information can be passed out at exhibitions, malls, dances, placed in publications or news media, placed on bulletin boards or stacked in convenient places for people to pick up. Homemade or special made posters may be placed in high visibility areas in malls, centers, stores, bulletin boards, etc. Handouts may be made and distributed person to person, which will also spark conversation and an opportunity to meet potential dancers one on one. Invitations may be developed and sent to prospects or to previous dancers that have dropped out of the dance activity.

RECRUITING PROCESS

Preparation: Preparation is essential for a successful recruiting program. Recruiters should be a near expert about the club, class plans, square dance movement on a local and national scale, and should be knowledgeable regarding costs, methods of payment, schedule, location and other class details. Recruiters should have flyers, posters, handouts and other attractive material available for distribution.

Personal Contact: Promote the square dance activity as a wonderful source of wholesome entertainment, exercise and an opportunity of great fun and fellowship. Sell the "club" concept, its members and its activities to the prospects. Promote the class lessons as an inexpensive evening out on the town, with the finest people, learning something new while exercising.

Follow Through: Offer to pick up your prospects and take them to the first few lessons. Meet with your prospects for a light snack before or after class. Call prospects immediately if they are absent from class. Keep your "recruits" under your surveillance until they mingle with their classmates and have become a solid member of the class. Keep fanning the spark until it glows and bursts into a full flame!

For additional information about USDA or any of its programs, please visit our web site www.usda.org or Email the Education/Publications Committee at usda.education.publications@usda.org



The When to promote square dancing.

NOW

The Otonabee Plan
Part 1

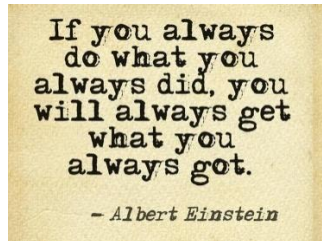
The LAST WORD



For this plan to have any chance of success, the following actions are required:

1. The Executive must quickly decide and approve a plan to go forward.
2. The Executive must develop a strategy to motive and enthuse all Club members into the promotion for growth initiative. It must be a multi-person effort in order to succeed. Many hands make the task much easier. SHARE THE LOAD
3. In order to understand the talents of the Club members and willingness to participate, I suggest a resources SURVEY be distributed to all members. (See "Appendix "D")
4. In order to know or how Club members heard about us, I suggest a How Did You Hear About Us" Survey. (see "Appendix "E")

.... and finally,



or

Insanity: doing the same thing over and over again and expecting different results.
(another quote often attributed to Albert Einstein.)

In other words, to change, we must change. To grow, we must do new things.

WHAT CAN BE DONE IMMEDIATELY?

Quickly approve a plan so that new artwork for letters, flyers. Posters, business cards, etc. can be designed and distributed for the selected initiatives.

Past members may be the quickest way to growth. Having looked at pictures on the Otonabee website and not recognizing many people prior to me joining the Club in September 2013. I suggest that a listing of all past members be made so that a strategy can be devised to contact these members and invite them back to the Club. The list must be vetted to remove ONLY those past members who are known to have moved, died, are in ill health or are still dancing at another Club

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APPENDIX "A"

Otonabee November 11th, 2015 letter to Lift Lock

Att: Caroline Charman and Rick Mackay

SUPPORT FOR OTONABEE SQUARES AND CO-OPERATION BETWEEN THE CLUBS

At our recent executive meeting it was decided to express our concerns in writing. (Nine of our eleven executive members are also members of Lift Lock).

Lift Lock membership is directly impacted by the health of Otonabee Squares. Without the work that has gone into Otonabee over the past 6 years, it is doubtful if Lift Lock would be a viable club today.

Our hope is that we could work together to establish a closer relationship between the two clubs. As our members cannot drop in to dance with yours, we would like to see Lift Lock dancers occasionally come and dance with our members and also help in the training of new dancers.

Many former Otonabee dancers do come out and support new dancers but others have never been to a club night dance.

We would remind all dancers that at some point in their learning process, more experienced dancers gave of their time to "angel" them. This applies to any level you learn. At the present time we have four or more new dancers in each square because there are not enough angels to make more squares and provide more support for new dancers.

Lift Lock's participation in our rack card initiative showed a shared responsibility in the recruitment process, however this is only one part of our work in attracting new dancers. It takes much energy, time commitment and money to recruit. We would hope to see more active co-operation by Lift Lock members in all our recruiting attempts.

We think what is most important is the personal connection between the two clubs should be encouraged.

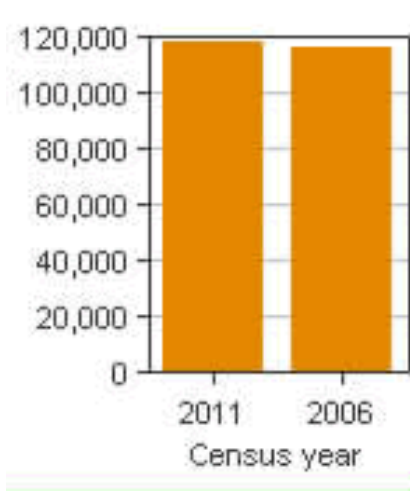
Otonabee Squares Executive
2015 Nov 11

APPENDIX "B"

Peterborough – Population by five-year age groups and sex, 2011 Census

Map of Peterborough - Population, 2011 and 2006 censuses

In 2011, the population of Peterborough census metropolitan area (CMA) was 118,975, representing a percentage change of 2.1% from 2006. This compares to the national growth of 5.9% and to the average growth among all CMAs of 7.4%.



Age groups	Both sexes	Males	Females
Total - Age groups	118,975	56,980	61,995
0 to 4 years	5,665	2,815	2,855
5 to 9 years	5,380	2,815	2,560
10 to 14 years	6,240	3,190	3,050
15 to 19 years	7,875	3,965	3,915
20 to 24 years	8,745	4,335	4,410
25 to 29 years	7,110	3,540	3,575
30 to 34 years	6,005	2,905	3,100
35 to 39 years	6,090	2,980	3,110
40 to 44 years	6,885	3,265	3,620
45 to 49 years	8,800	4,220	4,575
50 to 54 years	9,455	4,480	4,975
55 to 59 years	9,100	4,350	4,750
60 to 64 years	8,460	4,020	4,440
65 to 69 years	6,560	3,130	3,430
70 to 74 years	4,970	2,340	2,630
75 to 79 years	4,435	1,985	2,450
80 to 84 years	3,575	1,490	2,080
85 to 89 years	2,385	810	1,580
90 to 94 years	990	290	695
95 to 99 years	235	45	185
100 years and over	25	0	20
Median age	44.6	43.0	46.0

APPENDIX "C"

PROSPECTING IDEAS

174 Ways to Find and Retain New Dancers

Be Flexible Be Persistent Try Several Ideas

Smile. Smile. Smile

© 2016 by Jim Langdon

There are many ways to attract new dancers. There is a difference between attracting dancer prospects and creating a class. A plan is needed to create a class. The Timberline Toppers' Plan has proven to be reliable and has been used repeatedly to create classes of 40 or more. The Timberline Toppers' Plan is not this list of Ideas, but this list of ideas is a small part of that Plan. If you have questions about the Timberline Toppers' Plan, contact mntndncr@gmail.com.

The ideas on this list have been grouped into twelve categories. Successful recruiting requires a blend of ideas that are likely to be unique for your club and target market. These ideas are presented to help your club grow and become stronger.

This list was initially compiled and categorized by Jim Langdon in May, 2001. It has grown substantially. Creation has been from multiple sources: panels, personal thoughts, conversations, ASD magazine, USDA, etc. This list is subject to additional revisions and expansion; latest revision January, 2016.

Contact info: mntndncr@gmail.com

Jim

Business / Commercial

1. Doctors and Dentists, Medical Offices. Ask permission to place brochures in waiting rooms. Doctors who understand the health benefits of square dancing may recommend it as mild exercise.
2. Hotels & Motels. Leave tri-fold information or flyers in hotel literature racks and other places which allow this.
3. Supermarkets. Leave information at checkout counters, on supermarket bulletin boards or place in every shopping bag.
4. Pizza Boxes. Obtain permission from the manager. Ask your local pizza parlor to include a tri-fold or flyer about your club or classes or the square dance activity in every box.
5. Companies. Companies, especially larger companies, can provide dividends through company papers, signs in shop areas and sponsorship of classes. They can also provide halls, help with finances, place articles in company papers, etc. ...
6. Small Businesses. Place flyers in windows or provide countertop tri-folds or business cards. Use locations such as hardware stores, dry cleaners, coffee shops, sandwich shops, art galleries, mom & pop shops, etc.
7. Sports events. Approach your major or minor league affiliate about a group rate. Attend the event as a club, association, or invite statewide participation. Include family and friends. As a bonus, you may be able to dance on the field or get other recognition of the square dancing activity in front of thousands of your closest friends. In addition to being FUN, this helps retain dancers in the activity.
8. Performing Arts Groups, Community Art Centers, Public Events, etc. What can be done with "Sports Events" can be done at other events. Ask for group rates and enjoy the event. The chance to perform before the event increases the awareness of square dancing to the public.
9. Bulletin Boards. Many small businesses and supermarkets allow the community to post notices on their bulletin board. Ask if you can post a notice about your club and lessons.

The Otonabee Plan
Part 1

10. Post Office. If your post office has a bulletin board for local notices, use it.
11. Chamber of Commerce. Get on the club directory or in monthly bulletin. Place an ad in the monthly bulletin. Supply flyers, brochures, and club information.
12. Personal Letters. Send personal letters to all civic club presidents. Obtain a listing of available clubs from Chamber of Commerce Club Directory or local library.
13. Welcome Wagon / Newcomers. Get your information included in the information distributed to new residents.
14. Library. Place posters or square dance magazines on racks. Buy a square dance subscription or donate used subscription to libraries. Donate teaching records, provide bookmarks, or make a monthly display for the library.
15. Electronic Bank Sign. Use it to place a message about your club or lessons.
16. Buses. Use bus placards for inside and outside advertising.
17. Bus Benches. Use bus benches to advertise your club. Include a contact number for lessons or general information.
18. Service Club Program. Have your club sponsor or be associated with a service club's program.

Classes

19. Time. Prospecting for a class of new dancers takes time and effort. Allow two months minimum; four months is better; some clubs have taken as long as six months.
20. Free ticket handout. Handout free admission tickets to attend a dance (as a guest), to an open house, an introductory dinner, or to lessons.
21. Business Card. Use a business card size handout with new class information.
22. Sandwich Board. Place a sandwich board in the back of a pickup truck advertising lessons.
23. Sunshields and posters. Use sunshields and posters in personal cars advertising lessons.
24. Free Prizes. Advertise free prizes at your first class to entice prospects.
25. Chili Dinner / First Night Party Night. Invite all prospects. Have a free dinner, party, socialize, eat, and everybody dances to basic calls. For more fun, name the buffet dishes after square dance calls.
26. Baby Sitting. Advertise and provide free babysitting for classes and club dances. This could be a lure to young parents and a way to lower the average age of your club.
27. Club contest. Have a club contest for members to see who brings in the most dancers and helps them graduate, with suitable reward and recognition.
28. Retread Class. Hold a special retread class for dropouts and former dancers.
29. Three free nights. Keep class open for new enrollment for first three nights. (Best considered for once a year classes.)
30. Joint Sponsorship of Class. Seek joint sponsorship of your class with YMCA, YWCA, Community Adult Education, Recreation District, Community College, church, radio station, major businesses, your company, etc.
31. First phase FREE. Divide class into 3 phases (i.e. 30 sessions by 3). Offer first 10 sessions free.
32. Blast Classes /Accelerated Classes. Hold two classes per week, or five classes per week for two or three weeks, or five consecutive Saturdays, or weekend all day Saturday & Sunday, or other "compressed time" intensive classes. It enables new dancers to be on the floor sooner.
33. Multicycle Classes. Have 2, 3, 4, or more, classes starting throughout the year. If your classes overlap, the new dancers in one phase can help angel their friends in another phase.
34. Pyramid Your Prospects. Ask your current class to fill out 3x5 cards with prospect names. Their friends, co-workers, neighbors, new acquaintances.

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35. Review sessions. Hold review sessions to help newer dancers or to increase the dance level of your club. Hold review sessions for those having problems; such as a half hour before class. Hold special sessions.
36. TIMBERLINE TOPPERS PLAN. This is a 20 step game plan that has been used repeatedly to control the class size and has created classes of 40+ students. Their largest class? 61!
37. NEST. The NEST Curriculum is a class format paradigm shift. It is totally flexible. It allows students to progress at their own pace, fast or slow. Class progress is not impeded by new students, slow students, or students returning after missing class(es). It allows clubs to market the activity continuously. It allows students, individually or in groups, to enter classes next week instead of "next September." It can be a fast track for retreads. Students can leave the program due to health, work, or vacation and return to pick up where they left off. It requires some dedicated administrative effort. <http://www.the-nest.us/>

Club (Yours)

38. Develop a Plan! Establish your Lesson Committee. Create a plan and follow it. Determine WHO to attract to your club; WHAT media and methods to use; WHEN to do your promotion; WHERE to do your promotions, and WHY you are recruiting new members.
39. Elected club officers. Your club should include an Education / Public Relations / Marketing Director whose function is to generate and disseminate publicity, create public awareness, promote the activity, and build classes. This function can easily be divided into two chairmanships; Education and Marketing.
40. Promotion Committee. Create a promotion committee. Brainstorm for new promotion ideas. Select ideas that work best for you. Make promotion a continuous effort!
41. Database Administrator. The database administrator will keep a list (database) of prospects.
42. Public awareness of dances. Increase the visibility for club dances. Invite friends and spectators. Hand out "glad you came" tri-folds with club information.
43. Banner. Place a banner on your dance hall on dance night that is visible from the street.
44. Special Dances. Be visible. Hold a dance for club members and square dancers in a public place such as theme parks, theme restaurants, malls, local festivals, fairs and other public events.
45. Club Members. Have each member fill out 3x5 cards with prospect names - their friends, co-workers, neighbors, new acquaintances, etc.
46. Social Responsibility. Sponsor a benefit dance or fundraisers for a special cause.
47. Community Activities. Take part in local activities, block parties, fairs, etc.
48. Float. Create a float for an area parade.
49. Offer square dancing year round and weekly.
50. Dance Party. Have your club or association sponsor a regular party dance that does not require prior experience, such as the Community Dance Program (CDP) or Square Dance ABC program. Some regular attendees will eventually desire "more" and become interested in your next set of Modern Western Square Dance lessons.

Handouts / Flyers

51. USDA, CALLERLAB, and other square dance organizations have handouts available. Check them out for cost and suitability.
52. Tri-Fold. A handout is more effective as a tri-fold rather than an 8-1/2 X 11 flyer. It fits better in pockets and purses and is more likely to be carried home.
53. Business Cards. Create square dance business cards. Use them as personal cards, or, club info cards for classes, or, "You have been patronized by a square dancer" cards.
54. Create an interpretive piece developed as a handout.

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55. Placemats. Use placemats in local restaurants with your club information.
56. Play Money. Create fun(ny) money or scrip to advertise clubs, classes, or events. Business card stock works well. (Note. It is illegal to copy or alter legal tender.)
57. Fans. Create handheld fans with club and class information.
58. Create flyers that double as posters.
59. Colorful Handouts. Create eye catching, colorful, free ticket handouts. Pass out coupons for a free dance.
60. Pictures. Increase interest in your handouts by including pictures of people having fun.
61. Individual benefits. Formulate and circulate a written description of the physical, mental, and social benefits of modern square dancing.
62. Club Flyers. Distribute club flyers at other dances and out of state dances if appropriate.
63. Locations. Have flyers / brochures available at some of the following locations: businesses of many types, adult education centers, health & fitness clubs, senior centers, art centers, hobby stores (music, craft, etc.), shopping malls, barber shops, beauty shops, laundromats, service clubs, teen centers, sporting goods stores, square dance shops, western wear stores, chamber of commerce, state line welcome centers, tourist areas, libraries, churches, local colleges, municipal offices, video rental stores, Welcome Wagon, movie theaters, visitor magazines, company recreation areas, real estate offices, restaurants, dentist offices, doctor offices, drug stores, YMCA, YWCA, grocery stores, bulletin boards, dry cleaners, ... and more.
64. Bookmarkers. Have bookmarks with your square dance information on them. Hand them out at fairs, parades, demonstrations, medical waiting rooms, libraries, new and used bookstores, to teachers, to friends, ...

Live / Personal

65. Demonstrations. Hold planned performances at shows, street dances, block parties, malls, fairs, festivals, craft shows, wherever people gather. Have information to handout.
66. Flash Demonstrations. Hold what looks like an impromptu performance at shows, street dances, block parties, malls, fairs, festivals, craft shows, wherever people gather. Have information to handout.
67. Entertainment. Provide entertainment for churches, civic groups, service clubs, organizations, businesses, etc. Solicit them. Provide a show or demonstration, and information.
68. One Night Stands. Party Programs. Hold a party program for church groups, couple's groups, professional & business groups, resorts, campground programs, anniversaries, school groups, neighborhood associations, etc.
69. Private Party. At your own birthday, anniversary, promotion, or holiday party include some square dancing. Invite your non dancing friends to join in a simple square dance. Guide those expressing enthusiasm to lessons.
70. Word of Mouth. Let people know you enjoy square dancing. - friends, neighbors, co-workers, acquaintances ...
71. Daily Activities. Every time you get your car serviced, buy groceries, get a haircut, and all other daily activities, you come in contact with a potential square dancer. Let them know you square dance.
72. Your Car. Your car is a billboard. Decals, bumper stickers, magnetic signs, a square dance flag on your antenna can all be used to let people know square dancing exists.
73. License plates. Use square dance license plates (specialty plates) or square dance license plate frames.
74. Yard Signs. Plant a front yard sign at home. "Learn to square dance – inquire within."
75. Road Sign. Plant a yard sign at edge of road, "Square Dancer Crossing."
76. Personal Items. Personal items can let people know you are a square dancer. Examples: wear a square dance tie at work, square dance pins, decals, emblems, aerial flags, desk ornaments, mugs, tee shirts, jackets, flyers at your workstation ...

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77. Information booths. Man an information booth at fairs and festivals. (State, county, city, neighborhood, ethnic, food, music, any place where people gather.) Ask anyone who comes within 10 feet, "May I give you some information on square dancing?" If possible get name, address, and phone number for follow up by mail and phone.
78. Flea Markets. Have a TV/Monitor set up with a DVD showing square dancing. This attracts people to your booth and exposes square dancing to the public.
79. Personal checks. Use a square dancer logo on your personal checks.
80. Paying Bills. Include a business card or flyer with info on your club and classes.
81. Address Labels. Use a square dancer logo on your return address labels.
82. Public Speaking. When asked to speak to your group, talk about your recruiting system and square dancing. One dancer chose to use this subject to her Toastmaster's group.
83. Canvassing. Have club members go door to door in their neighborhood with information about square dancing and lessons. If all members do it the same day, you can hold a dinner party after and trade stories.
84. Shopping. Go shopping dressed in square dance attire. This visibility works especially well for the ladies.
85. Dinner. Eat out before a dance dressed in square dance attire. Someone will comment. Hand them a square dance business card, strike up a conversation, invite them to your dance to watch at no charge, tell them about lessons, and get their name and number for future contact.
86. Eat Out. Leave the tip with a square dance business card or inside a square dance tri-fold.
87. Club Badge. Wear your square dance badge with street clothes when going out or to other meetings. Someone will ask and you can tell.
88. Club Badge. Attach an "Ask me about square dancing" ribbon to your club badge and wear it in public.

Media

89. Information Sources: Pick up ideas and see what other square dance groups are doing from magazines and websites. Examples: American Square Dance magazine, www.usda.org, www.callerlab.org, www.dosado.com, www.csrds.ca, <http://w.webring.com/hub?ring=squareup> and related links. Also check out associations, federations and councils in other states.
90. Billboards.
91. Use square dance information signs at edge of town. 92. Adopt a highway sign. "Next mile kept litter free by Rooty-Toot-Toot Square Dance Club." Be sure 'square dance club' is part of the verbiage; Rooty-Toot-Toot could be a plumbing company.
93. Burma Shave Signs. Create a short series of life-lesson-humor-with-a-twist road side signs leading into town or to your club.
94. Airport Posters. Create and place airport posters, full size and colorful.
95. Schools. Hold a poster contest in area schools.
96. Banner. Place a banner across Main Street.
97. Window Displays. Create a window display for square dance month. Place it in a willing business or library.
98. Radio. Use free spots, paid ads, weekly forum series, or talk show call-ins.
99. Radio & TV. Send information for their Public Service program.
100. Media personnel. Invite television and radio personalities, photographers, and news staff to cover special dances, regular dances and classes. You may end up on the evening news.
101. Cable Television. Local cable programs sometimes offer golden opportunity for exposure, possibly as a series.
102. Television, Public Access: Highlight local dance shows, clubs, SD organizations.

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103. Television Commercial. CALLERLAB has an available videotape commercial.
104. Square Dance DVDs. CALLERLAB has a half-hour DVD suitable for TV programming.
105. Internet. Maintain a website about your club; include club, class, dance and contact information. Link to/from other square dance sites. Include email address for information inquiries.
106. Internet. Place banner ads or button links to/from non-square dance web sites; i.e. local businesses, local clubs, local groups, job sites, regional sites of national sites (AARP, match.com ...) etc.
107. Moveable trailer signs.
108. Create an ad that can be used as a trailer for local movies, drive-ins, cinema slide blurbs.

Print Media

109. Letters. Create a letter campaign (invitations).
110. Bulk Mail. Send out letters or cards by bulk mail. Obtain the carrier routes from USPS.
111. Postcards. Use custom pre-printed postcard reminders for classes, dances, special events.
112. Coupon Books and Mail outs. Have an info page on your club or classes included in free coupon books and mail outs.
113. Partnership. Piggy back or be a partner for bulk mail opportunities with companies, utilities, car dealers, merchants, sales people, colleges, etc.
114. Newspapers. Cultivate a relationship with the entertainment reporter and community activities reporter ... and provide them with material.
115. Newspapers. Use daily, weekly, and "shoppers" papers. Some ads may be free; some will be paid ads.
116. Newspapers: Take advantage of the variety of specialty papers. There are entertainment guides, lifestyles, sports clubs, camping, horses, apartment complexes, homeowner's associations, singles scene, etc.
117. Newspapers. Write press releases. (Who, What, When, Where, Why).
118. Newspapers. The Denver Post newspaper has a "Dailey Deal" that places a one-day sticker on the front page and advertises goods and services at reduced price. It has been used to get 30 new dancers into lessons. The paper gets their half-cut from the dancers that sign up; cost to club for advertising is \$0. The club gives lessons at reduced price and adds new dancer members to the club. Win-Win.
119. Postal Meter Plates. If you (or your company) use a postal meter instead of stamps, create a square dance message.
120. Want ads. Write a want ad; "Dancers Wanted," "Exercise and Dance." "Single Men Needed." "Couples wanted," etc. Place the ads in the paper and section that will be read by your target audience.
121. Humor gets attention. Example ad for a club seeking more men: "Learn 68 moves you can put on a woman. Lessons start Tuesday ... "
122. Specialty printings. Place an ad in church bulletins, theatre programs, school programs, yearbooks, association or club newsletters, company newspapers, etc.
123. Square Dance Magazines. Place notices/announcements of special club activities and success stories in area magazines (i.e. Denver Bulletin) or national magazines for dancers.
124. Subscriptions. Receive subscriptions to local and national magazines to pick up ideas and see what other square dance groups are doing.

Phone

125. Phone campaign. Use the phone to follow up prospecting leads. (follow up calls).
126. Phone campaign. Use the phone to make cold calls. *

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127. Phone boiler room. Borrow a members' business office one night. *
128. Phone Campaign. Collect all your old roster lists. Highlight any old members no longer dancing and give them a call. Invite them back.
129. Club Listing. List your club in the phone book. Hook the number up with an answering machine and a square dance message.
130. Maintain a telephone information line. Advertise in yellow pages.
131. Computer telephone canvas. *
132. 800 Number. Use an 800 number to gain wider exposure.

****Some forms of unsolicited calls may be illegal. Check in your area.***

Political

133. Mayor's proclamation of square dance month.
134. Governor's proclamation of square dance month. Dance at the Capitol.
135. Celebrity recognition. Find a celebrity (political, sport, entertainment) to endorse square dancing.

Retention

136. Club mentor. Have a mentor for all students after graduation. Visit other clubs as a group. (Especially if your club goes dark for the summer.) Get them involved in the fun! Get them on the floor.
137. Century Books. This booklet requires dancers to get the signature of 100 callers and qualifies them for their choice of a pin or badge. While doing this, they are building interest and staying in square dancing.
138. Club Newsletter. Send via print or email. Distribute to all members. Occasionally send special edition to former members. Emphasize future activities. Keep simple and easy to read. Maximize impact, minimize essays/words.
139. Student Newsletter. Send an email/newsletter to each student after each lesson. Include the new calls from the last lesson, announcements, history and protocols on square dancing and your club.
140. Flyers, newsletters, or activity handouts. Send information on your club's activities to former dancers. Invite them to participate.
141. Past Classes Chairman. Assign a club member as chairperson for past classes. The objective is to get old graduates back dancing and mixing with club members.
142. Value class members as an important part of your club from the day they walk in.
143. Students Dance with the Club. Invite new dancers to dance with the club members for the first half hour of regular club dances, at no charge. Coordinate with the caller to limit calls to the new dancers' lesson experience. Some clubs start after only three lessons.
144. Membership. Make class members fully fledged club members (right to vote, the whole enchilada) before the end of class. One club does it after the third class.
145. Homecoming Dance. Have a homecoming dance or homecoming social. Use old roster lists to locate past members. Invite them back.
146. New Members. Give new members a gift certificate or discount coupon at the local western wear store for all graduates who join your Club.
147. Social activities. Have non-dancing social activities for the club; parties, celebrations, holiday parties, theater parties, dinner parties, game night, card night, summer activities for clubs dark during the summer, etc.
148. Singles Rotation / Dancer Rotation. This practice ensures that everyone dances. It works at singles clubs, couple's clubs, dances or classes.

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149. Names. Remember names. Know club member and class member names. Make them feel important by knowing who they are.

Social Media (newer)

150. Let me know how you and your club have used Social Media in the square dance activity so we can share this opportunity with others.

151. Social Media is a fast developing web/computer based tool, and powerful. It is second nature to those who use it, particularly youth.

152. Social Media / Internet. Join the 21st century. Our kids are using Facebook, Twitter, and other social media to communicate. Some square dance leaders have successfully tapped this source to attract new dancers.

153. Pin-Point Marketing; Hot Calls Vs Cold Calls: Social media can be used to develop leads. The leads are only from people who have expressed an interest in your product; the square dance activity, your club, or lessons.

154. Flash Mob: Market your activity with a flash mob. Check out the web for examples and ideas.

155. YouTube. Search the web under titles such as: square dance you tube, you tube flash mob, (your favorite caller) you tube, and variations of this theme. See what has been done and what you can do. Create and add your own.

156. Facebook. The top 15 social media sites, in order based on traffic rank as of March 2014: Facebook, Twitter, LinkedIn, Pinterest, Google Plus+, Tumblr, Instagram, VK, Flickr, MySpace, Tagged, Ask.fm, Meetup, MeetMe, ClassMates.

157. Groupon. Discounted daily deals that deliver prospects to you. www.Groupon.com

Target Markets

158. A target market is any part of the population (demographic) to whom you would like to aim your message. Demographics are the statistical characteristics of the human population. We can be grouped by age, sex, ethnicity, geographical location, financial success, education, activities/hobbies, personality, life styles, marital status, vocations, etc., ... or a combination of these.

159. Groups & Organizations. Contact other existing groups for interest in square dancing. Examples: churches, camping/outdoor groups, equestrian groups, homeowner associations, service clubs, social clubs, social organizations, retirement groups, Moose, Elk, VFW, etc. Lists of clubs are available in phone books, Chamber of Commerce, etc.

160. Churches. An associated function of many churches is wholesome social activity. Square dancing fits. Advertise square dancing and classes to the congregation. Offer classes in the church social hall.

161. Clubs. Your club members belong to other types of clubs and organizations. Let them know you enjoy square dancing. Invite them to your next introduction to square dancing or lessons.

162. Recreation Departments. Target district and city recreation departments as sources for your next class or as a place to hold your next class.

163. Alcoholics Anonymous. AA members are frequently dedicated, high energy people. They seek an alcohol free entertainment environment.

164. Home Schoolers. Involve kids and parents. Square dancing may satisfy a physical education requirement of their home schooling.

165. Demographics. Look at the demographics of your club, and search for people with similar demographics.

166. Retirement Groups. Retired people? Yes, we are "old" but today's retired people are looking for activities to keep them active.

167. Independents. They are not a club. Invite them to join yours.

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168. Specialty Groups. Any group that would benefit from mild exercise and social activity such as weight loss groups, Weight Watchers, Curves, exercise groups, support groups, over-the-hill-gang, etc.

169. Singles. There tends to be more women than men. Seek out men directly from places that have more men than women; EMS companies, fire and police departments, veterans' organizations, maintenance departments at hospitals, schools, businesses, etc. ... Use want ads. Use humor. (Square Dance Lessons – 68 moves you can use on the opposite sex)

170. Singles or Couples. Contact other singles or couple's groups in your area and offer them an additional activity.

171. Ethnic groups.

172. Youth groups. high school activities groups, college activity groups, other forms of dance groups, scouting groups, 4H, ...

173. Subdivisions. Especially those with strong neighborhood identification.

174. Large Companies. Contact large companies, especially those having an activities director for their employees and/or those having a facility available for on-site lessons.

Note: Some groups or circumstances may be better suited to form a class with the intention of creating a new homogenous club rather than assimilating them into an existing club.

APENDIX "D"
Member Resources Survey

We Need Your Help – Going Forward

Your Name:

If you are willing to do any of the following, please indicate by checking (X) the box.

1	I am fairly proficient with Microsoft office products. (Outlook, Word, Excel)	
2	I like talking on the telephone.	
3	I would be willing to make phone calls to students that miss lessons.	
4	I would be willing to call <u>former</u> students to tell them about our new classes.	
5	I would be willing to send email reminders to students that miss lessons.	
6	With training, I would be willing to send out automatic happy birthday emails	
7	With training, I would be willing to send new students Taminations links each week of the calls leaned in that week	
8	I would be willing to put out and pick up yard signs on weekends in my local area	
9	I would be willing to put out/up posters in my local area (in stores, on posts, on community mailboxes, etc.)	
10	I would be willing to distribute flyers in homes/apartments in my local area	
11	I would be willing to call newspapers to place ads or press releases.	
12	I would be willing to obtain contact information for clubs/churches/organizations to which I belong so that the Club Could make contact.	
13	I would be willing to be a member of an advertising/promotion committee	
14	I would be willing to help setup/close down the hall before/after a dance.	

APENDIX "E"
Member "How Did You Hear About Us" Survey

We Need Your Help – Going Forward

Your Name:

How did you hear about us? Please indicate by checking (X) the box for all that apply.

1	A friend or acquaintance	
2	Word of mouth	
3	Saw a dance demonstration or display <i>(Please specify where below)</i>	
4		
5	Newspaper article or press release	
6	Newspaper advertisement	
	Magazine article or advertisement	
7	Poster, Flyer, Handbill in a store or other location. <i>(Please specify where below)</i>	
8	Display in a library, recreation centre, doctor/dental office, other. <i>(Please specify where below)</i>	
9	"What's On" in a local newspaper, TV or radio station	
10	Other <i>(Please give details below)</i>	