

DATE: February 4, 2021

FILE: 6120-01

TO: Chair and Directors
 Electoral Areas Service Committee

FROM: Russell Dyson
 Chief Administrative Officer

 Supported by Russell Dyson
 Chief Administrative Officer

R. Dyson
RE: Hornby Island Art Council – Request for Operational Support
Purpose

The purpose of this report is to provide information on the request for operational funding to support Hornby Island Arts Council (HIAC) upon the opening of their Art Centre.

Recommendation from the Chief Administrative Officer:

THAT the board support in principle the provision of operational funding to the Hornby Island Arts Council (HIAC) through the Heritage Conservation Service (Function 695) with final consideration to be given in the fall of 2021 following the completion of a public engagement process by HIAC, as outlined in the staff report dated February 4, 2021.

Executive Summary

HIAC has requested \$30,000 for ongoing support of basic operational needs. Based on Electoral Areas Service Committee (EASC) request and conversations with HIAC there is a process to be undertaken to consider supporting a portion of HIAC operations costs.

- Receive support in principal from the board for funding mechanism through Hornby Island Heritage Conservation service and outline a process for final consideration;
- Confirmation of support in fall of 2021 based on feedback from HIAC public consultation process through Hornby Island Residents and Ratepayers Association (HIRRA);
- \$30,000 operations contract is approximately \$21.60 for a household with a value of \$500,000;
- Support to commence in 2022 in-line with the financial plan approval process.

Prepared by:

Concurrence:

Concurrence:

D. DeMarzo
J. Martens
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 Doug DeMarzo
 General Manager of
 Community Services

 Jake Martens
 General Manager of
 Corporate Services

 Alana Mullaly
 General Manager of
 Planning and Development
 Services

Government Partners and Stakeholder Distribution (Upon Agenda Publication)

Hornby Island Arts Council	✓
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Background/Current Situation

The Comox Valley Regional District (CVRD) currently supported HIAC in construction of the proposed new Arts Facility through Community Works Funds (CWF) for approximately \$175,000. The construction has not started yet but the project is moving forward on schedule and is anticipated to be completed in the summer/fall of 2021.

Since this time HIAC approached the EASC with a request to support ongoing operations of the building for approximately \$30,000 per year. HIAC is advocating for security of dependable funding to support the Arts Centre maintenance and access. The funding will be primarily used for:

A) Infrastructure

- cover hydro costs, snow removal costs, grounds keeping, proximate access trail maintenance of public sculpture and Indigenous plants walk, HVAC/heat pump maintenance, alarm monitoring, security system maintenance, and janitorial services.

B) Access, essential staffing:

- cover support for two weekly 4-hour open-door shifts with a part-time greeter/front-desk employee, year-round (minimum wage and MERCs).

This support amounts to an ask for \$30,000 per year. Of their projected figures, upon opening, \$30,000 in support represents 16 per cent, 14 per cent and then 13 per cent of the total budgets for 2021, 2022 and 2023 of operational costs. Previous support has been provided through grant-in-aid in 2020 for \$5,000 dollars. Further details regarding their support request can be found in Appendix A.

Discussions amongst senior CVRD staff evaluated a number of options to consider funding HIAC. Two options strongly emerged. The first one being the proposed recommendation to include the funding from the Heritage Conservation Service based on the following rationale provided by HIAC.

- The Arts Centre is, explicitly, a space in which to conserve Hornby Island's core cultural identity, its arts practices, its legacy in the arts, and its arts heritage. Hornby has always been a cultural destination.
- The island is marked with numerous Indigenous petroglyphs. After colonization, people like Charles Scott, who founded the Emily Carr University of Art and Design in Vancouver, brought their students to Hornby in the 1920s to study landscapes and have ever since. Before the counter cultural and back to the land movement, Hornby was a hotbed of big name artists in the 1950s and 60s, including a whole set on the Downes Point Cooperative (Shadbolt, Ngan, Payne, Burrows, and more).
- After a large influx in the 50's and 60's the history and legacy in the arts only expanded on the island.

The existing Hornby Island Heritage Conservation Service provides a very broad purpose and it is therefore at the board's discretion to consider whether the proposed provision of funding to HIAC for this purpose is suitable.

The second option considered expanding Community Hall Service through elector assent to include all public facilities under the service allowing operating flexibility for public facilities on the island. This option would require a formal amendment to the Community Hall Service establishment bylaw to expand the purpose to include all public facilities. Amendments to service establishment bylaws must follow strict legislative requirements, including participating area approval and approval of the Inspector of Municipalities.

The CVRD supports many activities on Hornby Island through an operating agreement with HIRRA. At this time a decision was made to work directly with HIAC as opposed to requesting additional resources from HIRRA since it would only be responsible for a minor portion of the operations budget. It should be noted the HIAC Arts centre will be on provincial property currently leased by HIRRA until 2038.

Policy Analysis

From the July 13, 2020 EASC meeting the following recommendation was carried:

THAT staff work with the Hornby Island Arts Council to develop a report to be presented to the Electoral Areas Services Committee regarding funding options to support Hornby Island arts and culture.

Options

The following options are available to the board:

1. Direct staff to continue on the path of funding HIAC operation from the Hornby Island Heritage Conservation Service.
2. Direct staff to report back on the expansion of the Community Hall service to include HIAC and potentially other public facilities on the island.
3. Do not support the ongoing request for operating funds and encourage HIAC to apply for community grants over the next 3 years until their operations are further established.

Staff recommend option 1 at this time. This would include:

- HIAC undertaking a public consultation process to exhibit public support
- HIAC apply for rural community grant support for some operations support in 2021
- Staff report back to EASC in fall of 2021 with the results and final consideration for operational support for HIAC.

Financial Factors

Hornby Island Heritage Conservation function 695 is the recommended funding source to support this budget.

Using the same assessed base as Hornby Parks, Hornby Conservation and Hornby feasibility the approximate residential rate per \$1,000 of assessed value is \$.0431 to support the HIAC \$30,000 request. An example of a property worth \$500,000 the cost to the household would be \$21.60.

The 2020 maximum requisition for the Hornby Island Heritage Conservation function 695 is \$155,007 of which about \$1500 is typically used to support archiving service by the Natural history society.

Legal Factors

Based on the establishment bylaw and maximum requisition recommendations there is not a required legal process. The stated purpose of the Hornby Island Heritage Conservation Service is as follows:

- To provide services relating to heritage conservation.

Given the broad purpose of the service and minimal use of the funds to date, staff would recommend the board consider passing a policy statement to articulate support for the inclusion of funding for HIAC under the Heritage Conservation Service. This would not bind the CVRD to provide funding to HIAC as such decisions would remain at the discretion of the board in considering its financial plan.

Regional Growth Strategy Implications

The Regional Growth Strategy does not apply to Hornby Island.

Intergovernmental Factors

Supporting HIAC request for operation funding has no direct relationship with other governments. It is assumed HIAC will continue to solicit support from other governmental bodies as their request to the CVRD is only a portion of their operating costs.

Interdepartmental Involvement

Working alongside community services it should be noted corporate services and the planning department were involved in the process and rationale for proceeding with the Heritage Conservation service and were highly involved in late stage conversations with HIAC. The finance department also helped guide the conversations.

Citizen/Public Relations

The communications plan HIAC has chosen to undertake given the ongoing COVID-19 situation is to communicate through HIRRA meetings with the intention of seeking a membership approved vote for support. Once satisfied the EASC will have an opportunity to consider this input and other unsolicited input received by the CVRD to aid in its final decision in the fall of 2021. The HIAC plan with HIRRA is as follows:

1. HIAC have a meeting with the HIRRA Executive Committee to review the proposal.
2. HIAC to then see that a presentation to the HIRRA Assembly is scheduled and advertised in one of their monthly agendas.
3. HIAC to make the presentation to the assembly and request a letter of support from the HIRRA Executive.

Attachment: Appendix A – HIAC Proposal to CVRD Service Contract

hornbyarts

Doug DeMarzo, MCIP RPP
General Manager of Community Services
Community Services Branch

January 27, 2021

RE: Hornby Island Arts Centre Service Contract

Dear Mr. DeMarzo,

Having reviewed our original draft proposal from September 24, 2020 addressed to you, I see that it remains accurate and reflects the spirit of our request. It should be legible and useful, if a little wordy, for the director's benefit.

You and Director Arbour have been kept up to date as to our progress with the Arts Centre. We expect news on our tree permit any day now and will be removing trees and digging the foundation soon.

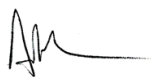
For the sake of simplicity and seeing the lack of an executive summary in our original proposal, here is our request:

A three-year service delivery contract of \$30,000/year drawn from Hornby Island Heritage Conservation funds to provide for maintenance and enhanced public access to the Arts Centre once the doors open to the public.

In our work to improve the stability and quality of Hornby's arts sector, in moving from a trailer to a modern arts centre, it would be a shame to see the new performance-based funds we have earned through community-based projects—intended for operations and programming—sucked up by maintenance costs once the Arts Centre is open to the public. We have worked tirelessly to improve the reputation of the Hornby Island Arts Council with senior arts funders, and if our municipality can help with baseline maintenance, we have demonstrated time and time again that know how to leverage that tax-based investment for the public good and quality of life.

Comparatively speaking, we maintain that this is a modest request to support a facility that will be open to the public, 5 days a week (minimum), all year long. Looking ahead, we maintain that this support will represent significantly less than 20% of our annual budget over first three years of operations.

Our thanks to your hardworking staff and directors,



Andrew Mark, PhD
Executive Director
Hornby Island Arts Council
executivedirector@hornbyarts.com

DRAFT CVRD PROPOSAL FOR DOUG DEMARZO, SEPTEMBER 24, 2020**CONTENTS:**

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DRAFT Proposal to Doug DeMarzo for Hornby Island Arts Centre Service Contract
September 24rd, 2020

Recognizing that the Hornby Island Arts Council (HIAC) has attracted over \$1M in public infrastructure funding into the CVRD from Federal, Provincial, Regional, Municipal, Local bodies and stakeholders to establish what will be the only large indoor public facility with year-round open hours on Hornby Island:

HIAC is asking the CVRD to consider how it can contribute to maintain this public investment and keep it open and accessible to the public. Therefore, we propose a service delivery contract to support this infrastructure and public access to it.

HIAC has worked diligently to enhance our reputation in the last three years. We have demonstrated to the public and our funders that they can have confidence in our operations, administration, and program delivery. As a result of our efforts, in line with our transition from a 1960s trailer to an modern Arts Centre, we are now winning the kinds of senior grant funding needed to continue to make HIAC a more professional institution and program what will happen in the new Arts Centre. Examine our September 2020 actuals.

In what is a difficult time, where in-person point of sale exchange (art sales, memberships, donations, ticketing, etc.) and live event-oriented programming are matters of public health and safety (distancing, head-count, cleaning, etc.) on an island of seniors, it will be a blow to see these hard won performance-based grant funds, intended primarily for support of human resources and the enjoyment of the public, eaten up by basic maintenance costs for the Arts Centre when it opens its doors. The BC Arts Council and Canada Council for the Arts want to put people first, and the immediate future of our earned revenues (not the long term) appears dynamic, fluctuating with the course of the pandemic. We need advance planning and security: dependable paths for addressing non-discretionary costs like Arts Centre maintenance and access.

A) Infrastructure, the core of our proposal:

- The contract should commence on the first day of the opening of the new Arts Centre.
- The contract includes a 3-year guarantee, after which we can consider renegotiation.
- The contract will cover hydro costs, snow removal costs, grounds keeping, proximate access trail maintenance of public sculpture & Indigenous plants walk, HVAC/heatpump maintenance, alarm monitoring, security system maintenance, and janitorial services.

B) Access, essential staffing:

- The contract will also cover support for two weekly 4-hour open-door shifts with a part-time greeter/front-desk employee, year-round (minimum wage + MERCs).

This support amounts to an ask for \$30K/year. Of our projected figures, upon opening, \$30K in support represents 16%, 14%, and then 13% of the total budgets for 2021, 2022, and 2023 of open-doors operation. As we demonstrated in our most recent presentation to the EASC with comparative data from our regional partners including community arts councils that operate like ours, and with respect to current agreements the CVRD has with arts orgs, and general research on best practices: healthy and financially balanced arts orgs receive a minimum of 20% of their

DRAFT Proposal to Doug DeMarzo for Hornby Island Arts Centre Service Contract
September 24rd, 2020

annual budgets in support from their municipalities. We are asking for less than this minimum percentage off the top with decreases from there in our trial 3-year proposal.

Does \$30K actually represent less than 20% of our budget, or more than 20%? If you examine our current financials—without the Arts Centre—you might think we are dreaming too big. However, if you combine our 2019 actual earned revenue—what we could reasonably expect to have earned in 2020 if the pandemic were not on—with our 2020 actual grant revenue, we would have a \$175,000 budget right now in 2020, making a \$30K request less than 20% for 2020 alone, before opening the Arts Centre which will influence our earned revenues dramatically.

Of course, our present financials do not serve as a good measure of the budget we anticipate once the Arts Centre opens. This year, despite the pandemic, we are \$2,200 away from a total \$120K budget, up \$20K from 2019, and it is only September. Look closely at the difference between our earned revenue in 2019, our 2020 actuals to date and what the pandemic tells us about what has happened. Look at our grant revenue in 2019 and 2020 and what that tells you about how our industry parent funders view our prospects and performance. When we offer that we've been demonstrating our value to parent funders, this is the evidence. It's also what we mean when we indicate what closed-doors mean: a \$44K hit to our earned revenue for 2020 so far. Opening the Arts Centre, even in the pandemic, will help with these earned revenues enormously.

What is the upshot? We are requesting the contract of \$30K/year for significantly less than 20% of the budget to initiate when the doors open. Should construction be delayed, the contract will wait. If the pandemic is still unfolding in the summer of 2021 and forwards, we will be opening in a manner that allows point of sale and events to unfold in a pandemic-responsive controlled and safe manner. We happen to be one of the arts institutions moving forwards through the pandemic with an efficiency and leanness that sees us well-positioned to continue growth.

Contrary to general assumptions about contraction, we have been given every reason to believe our grant support will remain at current levels because we will demonstrate through the Arts Centre what a good vehicle for economic recovery we are. On average, there is enormous growth potential for us with our senior funders: BCAC and BC Gaming have only just begun to provide us with meaningful support, and real federal support has not yet become a player (which it will). There is no rational argument to support the idea that our earned revenue is going to drop after the Arts Centre doors open. Our research and actuals demonstrate that \$30K is a reasonable request. Based on our 2019 and 2020 actuals, one can even read our 2023 projections as conservative.

Regarding open hours: the Arts Centre will be open a minimum of 5 days a week in the off-season and perhaps 7 days otherwise. Our staff will double as greeters when at work, and we will be training volunteers to greet the public as well. However, hosting the public, managing sales, providing directions and more, while also attempting bookkeeping, grant writing, managing communications, phone calls, appointments and more produces poor admin, programming, and operations outcomes. Greeting is a task that deserves one's attention. With support from the CVRD for two short shifts to provide hours that are difficult to staff with regular employees and volunteers, like evening shifts that are much enjoyed by the public, regular staff would leverage that security and quiet to provide high-quality focused work hours, free from distraction, and bring greater returns, ultimately to the public's enjoyment, benefit, and quality of life.

The Hornby Island Art Centre and Environs 3-Year Financial Plan (2021-2023)

The Hornby Island Arts Council (HIAC) is undergoing a complete transformation in every possible sense. This 3 year business plan, beginning with the opening year of the \$1.2M new Arts Centre in the summer of 2021 and concluding in 2023, reflects the needs of the Arts Centre and its environs, HIAC, and meaningful investment into public space for public enjoyment.

Our proposal to the CVRD is a request for basic “lights on” and “public access” support for this public infrastructure. With grass-roots labour, HIAC has leveraged HICEEC and Gas Tax support to bring in over \$1M into the CVRD from outside the CVRD tax base with countless future returns. It is right that the CVRD should do its part to support and upkeep access for the public and help steward such significant investments by so many stakeholders, from neighbours to the federal government.

HIAC is seeking a 3-year \$30K/year service delivery contract, subject to the opening of the Arts Centre. The use of these funds will serve limited and defined ends, not discretionary HIAC needs. HIAC has worked diligently and strategically with its senior arts funders to develop a much improved reputation for programming, operations, and administration excellence since 2017. This work has produced confidence and revenue. We have moved from less than \$20K to almost \$100K in grant funding on the merits of this community arts work. This includes only a minimum of federal operations support that will come into greater play when we further demonstrate our capacity in years to come.

However, in the immediate future we need new and dedicated revenue to support maintenance of and access to the Arts Centre as public infrastructure, otherwise we will witness significant losses to those budget lines and grants meant for programs, operations, and administration: public programs and positions that are only now crystalizing with security.

The following is a high-level summary of the plan that accompanies detailed budgets, activity, and cash flows:

2021-2022 Transition Year 1

- Construction began in Fall of 2020: HIAC is without its trailer, an office or central space until opening of the Arts Centre and staff continue to work remotely during the pandemic.
- Monitoring the progress of the Arts Centre’s construction and completion consumes half of the Executive Director’s and Board’s capacity: professional contractors ensure good progress.
- With successful 2020 provincial grants and future federal grants the staff has increased to include a Creative Director who is busy planning the opening of the Arts Centre and the first year of programming: lining up the exhibitions, artists, performances and more. This includes producing and marketing a calendar of events and forming a dedicated programming committee. All need to be COVID responsive.
- Pending CVRD/municipal support and future grant efforts, the staff may also increase in 2021 to include a part time office manager, event manager and volunteer coordinator, and a successful year-round Canadian Heritage Federal Youth Engagement Internship supports a recent university grad.
- The Arts Centre opens in the summer of 2021, and the work on the environs begins in earnest: work on trails, parking, landscaping, and an outdoor performance area and stage is initiated.
- Paid memberships—not essential to access public programming—enhance significantly with the realization of the Arts Centre. Indirect and direct HIAC sales returns to artists on-island are enhanced significantly through the Arts Centre.
- Hornby Island-based artists provide 100% of initial professional exhibitions, performances and workshops, and the Arts Centre’s opening begins to attract wider interest, offers moments for meaningful cultural exchange with First Nations, is prepared for safety and the pandemic, and advances programming and planning moves beyond the first year.
- The children and youth Friday classroom program is launched and sustained.
- The Arts Centre may not be fully equipped by the end of 2021, but it is a functioning space, with multiple exhibitions, performances and workshops.

- Focus through the pandemic continues to be on internal capacity and growth: governance, constitution, bylaws, financial systems, communications, and policies continue to be improved in concert with the development of the Arts Centre.
- Digital Strategy Funding from Canada Council supports enhanced discoverability, remote access, and hybrid events at the Arts Centre and on Hornby Island generally.
- The environs of the Arts Centre is realized as very important through the pandemic and use accompanies development.

2022-2023 Transition Year 2

- The trails, parking, landscaping and outdoor stage are completed by now. Sculptures are installed on the walk, and Indigenous plants have been cultivated and well identified. The use of the trails helps determine where future residency studios and gardens may develop.
- Year two is focused upon maintaining steady growth, developing routines, and improving existing channels of earned revenues and somewhat improved grants support. It is a year of consolidation.
- New hires become more secure, though generally still part-time.
- The Arts Centre drives visitors to artists studios with dependability.
- HIAC transitions to an enhanced level of operations funding from BCAC and more thorough accountant reviewed financials are required.
- Planning for events and exhibitions now takes place a minimum of six months in advance.
- There are 4 stable committees in place beneath the Board: the Exhibitions and Performance Committee, the Film Festival Committee, the Fundraising Committee, and the Volunteer Support Committee.
- With a more defined understanding of the maintenance costs, HIAC adds capital investment renewal savings to its financial plans.

2023-2024 Full Year 3 of Plan

- With the structure and key elements in place, we provide robust year-round programming.
- Governance has matured and the board reflects a less hands-on approach. Similarly, administration needs increase as transition is completed to stability, and programming can take centre stage. Expectations for the space have now been enhanced by the public and funders.
- With two successful Canada Council grants behind us, we are now eligible to access dedicated federal operations support.
- Donations and fundraising efforts have shifted from capital expenses and finalizing the building to strong and vibrant year-round programming.
- Planning and partnerships for long-term community programs for all ages is well underway.
- Exhibitions become more complex in nature and include more off-island content. We have the capacity to have multiple exhibitions/performances and workshops at any given time. We are developing the plan for this level of activity, building our capacity to staff the events and to cover the costs through increasingly diverse revenue streams.

2020 Operations and Programming Budget for the Hornby Island Arts Council					
	2019 Actuals	2020 COVID-Adjusted Budget	Status?	September 2020 Actuals to Date	The Year We Were Supposed to Have without COVID
Fiscal Year ends December 31st					
REVENUES					
Surplus/Deficit from previous year	9,678	433	Confirmed	433	433
Presentation Partnerships (internally restricted for other org's income)	13,304	0	COVID-hit	1,000	15000
Art Gallery Sales (internally restricted for artists income)	14,631	5,000	COVID-hit	5,097	15000
Membership Fees	2,810	4,000	Partially-AGM Ahead	1,100	4000
Art Classes (internally restricted income for instructor)	120	0	COVID-hit	0	500
Other Activities	1,230	0	COVID-hit	0	1500
Film Fest (internally restricted)	12,385	0	Confirmed/Postponed	2,829	15000
First Nations Feast (internally restricted)	2,586	0	Remote Delivery Test	0	3000
Corporate Sponsors (externally restricted)	2,000	2,500	Confirmed	1,750	2500
Foundation	5,979	6,000	Confirmed	3,095	6000
Special Fundraiser	0	0	COVID-hit	0	4000
Gaming Raffle (externally restricted)	0	0	COVID-hit	0	2000
General Donations	5,820	6,000	COVID-hit	1,440	6000
Donations Tax Receipted	-	5,000	Confirmed	2,100	3000
Donations (externally restricted)	-	5,000	Confirmed	5,000	5000
Director's Guild of Canada, BC (Film Festival—externally restricted)	0	2,000	Confirmed/Postponed	2,000	2000
UBC Hornby Island of Art and Math	0	0	COVID-hit	0	0
Bank Interest	84	100	N	102	100
GST Return	-	-	Confirmed	418	400
Sub-Total Earned and Contributed	70,626	36,033		26,365	85433
Federal Government					
—Federal Employment Programs (externally restricted)	3,712	8,140	Confirmed	8,140	8,140
—Canada Emergency Wage Subsidy	-	-	Confirmed	8,972	8,972
Provincial Government					
—BCAC Community Development – (Arts Centre 2021 Opening—externally restricted)	0	15,000	Confirmed	25,000	25,000
—BCAC Basic Assistance	4,000	10,000	Confirmed	10,000	10,000
—BCAC Local Matching	5,000	5,000	Confirmed	5,000	5,000
—BCAC Capacity and Program Development	0	7,000	Confirmed	7,000	7,000
—BCAC Community Project/Festival (Film Festival—externally restricted)	1,500	2,400	Confirmed	2,400	2,400
—BCAC Emergency Supplement	0	5,000	Confirmed	5,000	5,000
—Creative BC (Film Festival—externally restricted)	0	2,000	COVID-hit	0	2,000
—Destination BC (Branded Advertising—externally restricted)	0	1,500	Confirmed	1,918	1,918

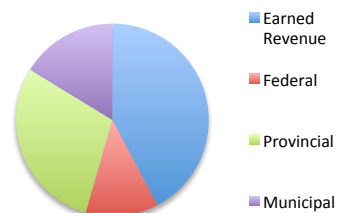
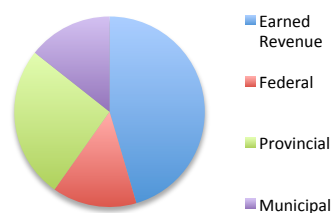
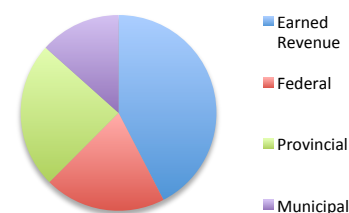
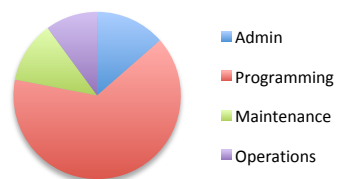
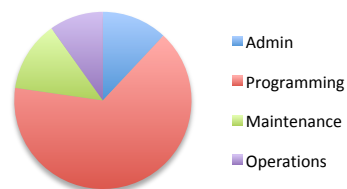
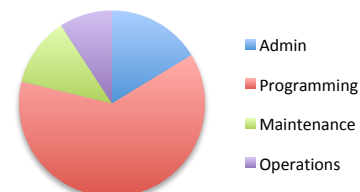
—BC Gaming (externally restricted)					
—Exhibitions (externally restricted)	3000	3000	Confirmed	3,000	3,000
—2020 Minor Capital Grant (externally restricted)	0	13860	Appealed/Pending	0	13,860
—Performances (externally restricted)	1500	1500	Confirmed	1,500	1,500
—Film Festival (externally restricted)	1000	1000	Confirmed	1,000	1,000
—Outreach (externally restricted)	1100	1100	Confirmed	1,100	1,100
—Tank Murals (externally restricted)	400	400	Confirmed	400	400
—Youth and Indigenous Connections (externally restricted)	0	3500	Confirmed	3,500	3,500
<i>*BC Gaming Subtotal*</i>	<i>7000</i>	<i>24360</i>	<i>Pending</i>	<i>10,500</i>	<i>10,500</i>
Municipal Government					
—Comox Valley Regional District Grant in Aid	2,500	5,000	Confirmed	5,000	5,000
—Hornby Island Community Economic Enhancement Corporation	2,500	2500	Confirmed	2,500	2,500
Sub-Total Grant Funds	26,212	87,900		101,930	107,290
Total Revenues (less BC Gaming Subtotal)	\$96,838	\$123,933		\$117,795	\$ 192,723
EXPENSES					
Executive Director	21,488	30,000		21,258	30,000
Bookkeeper	3,245	7,000		2,700	7,000
Contract—Administration & UBC Art and Math	5,956	0	COVID-hit	0	5,000
Youth and Indigenous Connections Coordinator	5,000	6,000		2,415	7,500
Curator/Artistic Director	0	5,000		5,000	10,000
Temp Staff	0	1,251		1,251	4,000
Intern	4,856	8,140		1,173	10,000
Strategic Planning	-	1,833			3,000
MERCS	660	6,737		3,946	7,740
Arts Presentations and Partnerships	14,244	6,182	COVID-hit	6,182	15,000
Gallery/Exhibitions	12,146	0	COVID-hit	0	15,000
Training	0	0	COVID-contraction	0	2,000
Gifts and Honorariums for Elders	0	1,000	COVID-contraction	0	2,000
Film Fest	11,483	7,403	Postponed	5,403	15,000
Art Classes	220	0	COVID-contraction	0	1,000
Juried Shows	0	0	COVID-contraction	0	10,000
Other Special Events	2,535	3,000	COVID-contraction	139	3,500
Performances	0	3,000		475	7,500
Tank Mural Contract	0	5,000		1,895	5,000
Rental Fees	985	1,000	COVID-contraction	250	1,000
Exhibitions Capital Acquisition	0	13,860	Appealed	0	13,860

Hydro	5,828	2,000	COVID/Construction	607	2,000
Accounting & Legal	1,681	3,500	New System	3,570	3,500
Travel and Transport	1,769	1,000	COVID-contraction	254	1,000
Subscription Costs	1,137	1,500		0	1,500
Advertising Costs	940	2,000	COVID-contraction	760	2,000
Insurance	1,264	2,200	Upped to \$3M	1,740	2,000
Fundraising Costs	30	2,000	COVID-contraction	1,200	2,000
Communications/IT	939	2,000		1,028	2,000
Conference Attendance	0		COVID-contraction	0	1,000
Interest and Bank Charges	-	-		9	10
Credit Card Expense	-	-		147	160
Postage	-	-		89	103
PayPal	-	-		18	50
Lease	0	300		300	300
Total Expenses	\$96,406	\$123,906		\$63,641	\$192,723
Surplus/Deficit	\$433	\$27		\$54,154	\$ 0

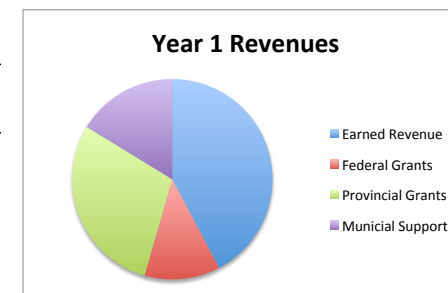
Overview of financials after opening of the Hornby Island Arts Centre

	Year 1 Cash	Year 2 Cash	Year 3 Cash
Revenues			
Earned Revenue	78,000	95,000	95,000
Federal	22,500	30,000	45,000
Provincial	54,000	54,000	54,000
Municipal	30,000	30,000	30,000
Total	\$184,500	\$209,000	\$224,000
Expenses			
Admin	24,000	24,000	32,500
Programming	113,000	129,500	136,000
Maintenance +	30,000	35,000	35,000
Operations	17,500	20,500	20,500
Total	\$184,500	\$209,000	\$224,000

	Year 1 %	Year 2 %	Year 3 %
Revenues			
Earned Revenue	42%	45%	42%
Federal	12%	14%	20%
Provincial	29%	26%	24%
Municipal	16%	14%	13%
Expenses			
Admin	14%	12%	16%
Programming	64%	65%	63%
Maintenance +	12%	13%	12%
Operations	10%	10%	9%

Year 1 Revenues**Year 2 Revenues****Year 3 Revenues****Year 1 Expenses****Year 2 Expenses****Year 3 Expenses**

Category	Source	YEAR 1 OF ARTS CENTRE BUDGET - Revenues	Totals	Figure	Percentage	Revenue Source	Percentage
Earned Revenue, Unrestricted						Earned Revenue	42%
	Arts Centre Sales and Concessions			\$5,000	3%	Federal Grants	12%
	Arts Centre Entrance Donations			\$5,000	3%	Provincial Grants	29%
	Memberships			\$10,000	5%	Municipal Support	16%
	Fundraising			\$5,000	3%		
	Corporate	Sponsorships		\$5,000	3%		
	Rental of Arts Centre			\$2,000	1%		
			Sub Total	\$32,000	17%	Total	100%
Earned Revenue, Internally Restricted							
	Ticketing	Festivals, Performances, Events, Partnership Presentations		\$20,000	11%		
	Art Sales			\$15,000	8%		
	Workshops			\$5,000	3%		
			Sub Total	\$40,000	22%		
Grants, Unrestricted							
	Provincial	BC Arts Council — Operations	Total	\$22,000	12%		
Grants, Externally Restricted							
	Federal	Canadian Heritage Arts Presentation Fund — Performances		\$2,500	1%		
	Federal	Canada Council for the Arts — Exhibitions		\$10,000	5%		
	Federal	Youth Employment/Service Canada — Staff		\$10,000	5%		
	Provincial	Community Gaming Grant — Programs		\$15,000	8%		
	Provincial	Creative BC — Film Festival		\$2,000	1%		
	Provincial	BCAC — Community Development		\$10,000	5%		
	Provincial	BCAC Program Grants — Youth and Festivals		\$5,000	3%		
			Sub Total	\$54,500	30%		
Service Delivery Contract, Externally Restricted							
	Municipal	Comox Valley Regional District Contract —Maintenance and Public Access	Total	\$30,000	16%		
Endowment, Unrestricted							
	Vancouver Foundation		Total	\$6,000	3%		
			TOTAL REVENUES	\$184,500	100%		

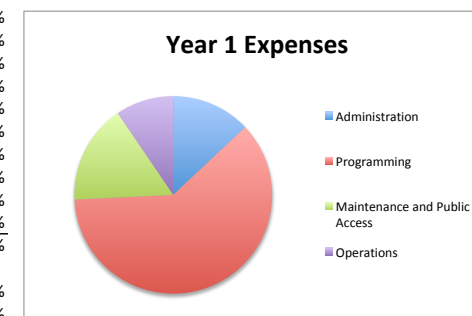


Category	Source	YEAR 1 OF ARTS CENTRE BUDGET - Expenses
Core Administration		
	Executive Director	Wages
	Office Assistant	Wages
	Intern	Wages
	Bookeeper	Wages
Programs, Staff and Contractors		
	Creative Director	Wages
	Event Coordinator	Wages
	Youth and Indigenous Connections Coordinator	Wages
	Director's Assistant	Wages
	Film Festival	Contracts, Distributors Fees, etc
	Art Sales	Plus Artist Fees
	Exhibitions	
	Events	Social, Feast, Festivals, Performances
	Workshops	Workshop Leader Revenues
	Youth Programs	
	Grants	Artists and Orgs
	Arts Partnerships	Hornby Conservancy, No Horses, HITS, Blues, Etc.
Arts Centre Maintenance and Public Access		
	Front Counter Greeting Open & Lock-Up Staff	—CVRD Contract Support— 2 nights a week, 100 days, 4hrs/shift, \$17/hr (w/MERCs)
	Hydro	Electricity
	Water System	Testing, Filters, UV Lamps
	HVAC/Heat Pump	Filters
	Alarm Monitoring and Security System	
	Grounds and Trails Maintenance	Outside including sculpture and Indigenous plant walk
	Snow Clearing	Roof/Access/Parking
	Cleaning	Janitorial
Operations		
	Accounting	
	Advertising & Promotions	
	Business Fees & Licenses	
	Credit Card Expense	
	Paypal transaction fees	
	Courier & Postage	
	Insurance & Legal	\$3M liability
	Office Supplies	
	Program Subscription Fees	Adobe, Glide, etc.
	Tenancy Costs	
	Website	
	Telephone and Internet	
	Travel	
	Memberships	
	Fundraising Expenses	

Totals	Figure	Percentage
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	\$9,000	5%
	\$5,000	3%
	\$2,500	1%
	\$7,500	4%
Sub Total	\$24,000	13%
	\$14,000	8%
	\$5,500	3%
	\$7,500	4%
	\$7,500	4%
	\$14,000	8%
	\$18,000	10%
	\$7,000	4%
	\$8,000	4%
	\$5,000	3%
	\$6,500	4%
	\$5,000	3%
	\$15,000	8%
Sub Total	\$113,000	61%
	\$6,800	4%
	\$8,000	4%
	\$1,000	1%
	\$500	0%
	\$1,200	1%
	\$4,000	2%
	\$2,500	1%
	\$6,000	3%
Sub Total	\$30,000	16%
	\$3,000	2%
	\$2,000	1%
	\$200	0%
	\$1,000	1%
	\$200	0%
	\$400	0%
	\$2,500	1%
	\$900	0%
	\$900	0%
	\$300	0%
	\$1,000	1%
	\$1,000	1%
	\$2,000	1%
	\$100	0%
	\$2,000	1%
Sub Total	\$17,500	9%
TOTAL EXPENSES	\$184,500	100%

Expense	Percentage
Administration	13%
Programming	61%
Maintenance and Public Access	16%
Operations	9%
Total	100%



Year 1 Arts Centre Cash Flow

Revenue	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	Total
Earned Revenue													
Events/Ticket Sales	2,000	2,000	2,000	500	500	1,000	500	8,500	500	500	1,000	1,000	20,000
Workshops	1,000	1,000					250	250	250	250	1,000	1,000	5,000
Art Sales	1,500	1,500	1,000			1,000			4,000	4,000	1,000	1,000	15,000
Sales and Concession	1,000	1,000	300	200	200	200	200	200	200	200	300	1,000	5,000
Rentals	200	200	150	150	150	150	150	150	150	150	200	200	2,000
Private													
Memberships	3,000	2,000	500	500	500	500	500	500	500	500	500	500	10,000
Donations	1,000	1,000	300	200	200	200	200	200	200	200	300	1,000	5,000
Sponsorships			1,000				1,000	2,000			1,000		5,000
Fundraising		1,000		3,000								1,000	5,000
Public													
BC Arts Council								22,000					22,000
Canada Council	10,000												10,000
Canadian Heritage										2,500			2,500
Service CA/Summer Student											10,000		10,000
BC Gaming												15,000	15,000
Creative BC							2,000						2,000
BCAC Youth Engagement								5,000					5,000
BCAC Community Dev	10,000												10,000
Comox Valley Regional Dist.							30,000						30,000
Foundation													
Vancouver Foundation			1,500			1,500			1,500			1,500	6,000
Total Cash Revenues	29,700	9,700	6,750			4,550	34,800	38,800	7,300	8,300	15,300	23,200	184,500
In Kind	3,000	3,000	2,000	1,000	1,000	2,000	1,000	2,000	1,000	1,000	1,000	2,000	20,000
Total In Kind Revenue	3,000	3,000	2,000	1,000	1,000	2,000	1,000	2,000	1,000	1,000	1,000	2,000	20,000
Total Annual Revenue	32,700	12,700	8,750	1,000	1,000	6,550	35,800	40,800	8,300	9,300	16,300	25,200	204,500

Expenses	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	Total
Admin Personnel													
Executive Director	800	800	800	700	700	700	700	700	700	800	800	800	9,000

Office Assistant	500	500	400	400	400	400	400	400	400	400	400	400	5,000
Intern	300	200	200	200	200	200	200	200	200	200	200	200	2,500
Bookkeeper	700	700	600	600	600	600	600	600	600	600	600	700	7,500
Programs Personnel													
Creative Director	1,200	1,200	1,200	1,200	1,100	1,100	1,100	1,100	1,200	1,200	1,200	1,200	14,000
Event Coordinator	400	400	400	400	400	500	500	500	500	500	500	500	5,500
Youth and Indigenous Connect	700	700	600	600	600	600	600	600	600	600	600	700	7,500
Director's Assistant	700	700	600	600	600	600	600	600	600	600	600	700	7,500
SubTotal	5,300	5,200	4,800	4,700	4,600	4,700	4,700	4,700	4,800	4,900	4,900	5,200	58,500
Program Expenses													
Film Festival					1,000	1,000	2,000	8,000	2,000				14,000
Art Sales	2,000	2,000	1,500			1,500			4,000	4,000	1,500	1,500	18,000
Exhibitions	700	700	700	700	500	500	500	500	500	500	500	700	7,000
Events	900	900	800	600	500	400	400	600	700	700	700	800	8,000
Workshops	1,000	1,000					250	250	250	250	1,000	1,000	5,000
Youth Programs	1,000	1,000	500	500	500	400	400	400	400	400	500	500	6,500
Grants				1,000		1,000		1,000		1,000		1,000	5,000
Arts Partnerships	2,000	2,000	2,000	1,000	1,000	1,000			1,000	1,000	2,000	2,000	15,000
Sub Total	7,600	7,600	5,500	3,800	3,500	5,800	3,550	10,750	8,850	7,850	6,200	7,500	78,500
Maintenance and Access													
Front Counter Greeting	566	566	566	566	567	567	567	567	567	567	567	567	6,800
Hydro/Electrical	200	200	500	600	800	900	900	900	900	900	800	400	8,000
Water System	84	84	83	83	83	83	83	83	83	83	84	84	1,000
HVAC Filters			125			125			125			125	500
Alarm Monitoring	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Grounds Maintenance	400	400	200	200	300	300	300	300	400	400	400	400	4,000
Snow Clearing						750	750	500	500				2,500
Cleaning	750	750	400	400	400	400	400	400	300	300	750	750	6,000
Sub Total	2,100	2,100	1,974	1,949	2,250	3,225	3,100	2,850	2,975	2,350	2,701	2,426	30,000
Operations													
Accounting											3,000		3,000
Advertising & Promotions	200	200	200	100	100	100	100	200	200	200	200	200	2,000
Business Fees & Licenses												200	200
Credit Card Expense	100	100	100	50	50	50	100	100	50	100	100	100	1,000
Paypal Transaction Fees	20	20	20	10	10	10	10	20	20	20	20	20	200

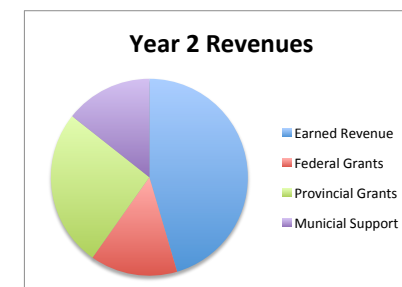
Courier & Postage	40	40	40	20	20	20	20	40	40	40	40	40	400
Insurance & Legal											2,500		2,500
Office Supplies	200	200							500				900
Program Subscription Fees			400			300			200				900
Tenancy Costs									300				300
Website			1,000										1,000
Telephone and Internet	84	84	83	83	83	83	83	83	83	83	84	84	1,000
Travel	150	150	150	150	150	150	150	150	200	200	200	200	2,000
Memberships												100	100
Fundraising Expenses			300	400			300	400			300	300	2,000
Sub Total Maint and Ops	794	794	2,293	813	413	713	763	993	1,593	643	6,444	1,244	17,500
Total Cash Expenses	15,794	15,694	14,567	11,262	10,763	14,438	12,113	19,293	18,218	15,743	20,245	16,370	184,500
In Kind	3,000	3,000	2,000	1,000	1,000	2,000	1,000	2,000	1,000	1,000	1,000	2,000	20,000
Total In Kind Revenue	3,000	3,000	2,000	1,000	1,000	2,000	1,000	2,000	1,000	1,000	1,000	2,000	20,000
Total Annual Expenses	18,794	18,694	16,567	12,262	11,763	16,438	13,113	21,293	19,218	16,743	21,245	18,370	204,500

Year 1 Arts Centre and Environs Activity Flow						
Activity Areas	July	August	September	October	November	December
Organizational	Grand Opening		AGM soon	Planning for Winter Season	Plan for Holiday Show	Year End Reporting
New Arts Centre	Final Certifications	Refining Interior Needs	Refining Interior Needs	Refining Interior Needs	Communications to Public	Maintenance checks, snow
	Landscaping Begins	Security, etc.	Security, etc.	Security, etc.		
Grants/Sponsors	Preparing BCAC Operations	Preparing BCAC Operations	BCAC Operations Grant		Prep BCAC program apps	Prep BCAC program apps
Programming	Installation of First Exhibition		Installation of Second Exhibition	Planning for Literary Festival	Delivery of Literary Festival	Xmas Show
Workshops	First Lectures and Workshops		Coast Salish Feast	Second Performances	Short Exhibitions	Community Programs
Special Events	First Performances		Kid's Fridays initiated		Film Fest program lock	Film Fest planning
Community Partnering	K'ómoks FN for opening celebration	Assist Hornby Festival	Assist No Horses Jazz Festival			Prepare Youth Apps with HIES
Fundraising	New Memberships	Donations/Raffle Focus		Vancouver Fundraiser		
Activity Areas	January	February	March	April	May	June
Organizational	Strategic Planning	Film Fest	Promotions	Workshops Guide	Preparation for Summer	Support for Summer Programs
	Feb Social planning	Webpage work		Operations Funding apps	Season	
	Film Fest planning, Feb Delivery				Hiring Summer Youth	
New Arts Centre	Maintenance checks, snow	Work on environs, trails, outdoor stage,	Gardens, Landscaping	Installation of Blues Show	Installation of 50/50 show	Installation of Summer
	Installation of third exhibition	aux parking.	Completion of outdoor stage		Completion of trails and	Exhibition
			Installation of Herringfest Art Show		aux parking	
Grants/Sponsors	Community Sponsors Outreach	BCAC Festival Programming	Program Funding Sponsors	Program Funding Sponsorships	Community Fund	BCAC Capital Request
	BCAC Youth Programming	BC Gaming Application Prep	BC Gaming Application Delivery		Application	
	Summer Student Federal Application					
Programming	Kids Fridays semester 2	February Social and Season Launch	Herringfest Art Show	Organize Monthly Studio Tours	Exhibitions/Performance	Delivery of Summer Workshop
Workshops	Second set of workshops and lectures	Film Festival	Organize summer performances	First Summer season of workshops	Choreographers Retreat	Season
Special Events					Summer Performances	Summer Performances
Community Partnering	Partner with Photographers Society	Assist New Horizons fundraiser	Assist Hornby Conservancy Event	Assist Blues Festival	Cross promotion with Arts	Theatre Society Cross Promo
Fundraising		Set annual Fundraising Goals/Memberships			Summer Raffle Start	Senior Artist Show/Auction

Category	Source	YEAR 2 OF ARTS CENTRE - Revenues	Figure	Percentage
Earned Revenue, Unrestricted				
	Arts Centre Sales and Concessions		\$10,000	5%
	Arts Centre Entrance Donations		\$5,000	2%
	Memberships		\$10,000	5%
	Fundraising		\$5,000	2%
	Corporate	Sponsorships	\$5,000	2%
	Rental of Arts Centre		\$4,000	2%
		Sub Total	\$39,000	19%
Earned Revenue, Internally Restricted				
	Ticketing	Festivals, Performances, Events, Partnership Presentations	\$20,000	10%
	Art Sales		\$20,000	10%
	Workshops		\$10,000	5%
		Sub Total	\$50,000	24%
Grants, Unrestricted				
	Provincial	BC Arts Council — Operations	Total	\$27,000 13%
Grants, Externally Restricted				
	Federal	Canadian Heritage Arts Presentation Fund — Performances	\$5,000	2%
	Federal	Canada Council for the Arts — Digital Initiatives	\$15,000	7%
	Federal	Youth Employment/Service Canada — Staff	\$10,000	5%
	Provincial	Community Gaming Grant — Programs	\$15,000	7%
	Provincial	Creative BC — Film Festival	\$2,000	1%
	Provincial	BCAC — Special Program	\$5,000	2%
	Provincial	BCAC Program Grants — Youth and Festivals	\$5,000	2%
		Sub Total	\$57,000	27%
Service Delivery Contract, Externally Restricted				
	Municipal	Comox Valley Regional District Contract — Maintenance and Public Access	Total	\$30,000 14%
Endowment, Unrestricted				
	Vancouver Foundation		Total	\$6,000 3%
TOTAL REVENUES			\$209,000	100%

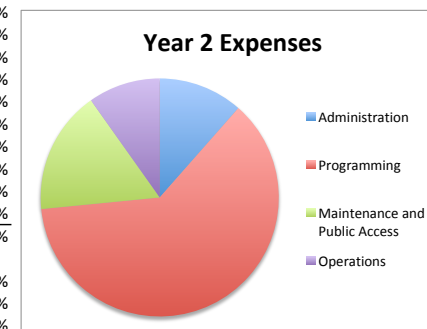
Revenue Source	Percentage
Earned Revenue	45%
Federal Grants	14%
Provincial Grants	26%
Municipal Support	14%

Total	100%
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Category	Source	YEAR 2 OF ARTS CENTRE - Expenses	Figure	Percentage
Core Administration				
	Executive Director	Wages	\$9,000	4%
	Office Assistant	Wages	\$5,000	2%
	Intern	Wages	\$2,500	1%
	Bookkeeper	Wages	\$7,500	4%
		Sub Total	\$24,000	11%
Programs, Staff and Contractors				
	Creative Director	Wages	\$15,000	7%
	Event Coordinator	Wages	\$7,500	4%
	Youth and Indigenous Connections Coordinator	Wages	\$8,500	4%
	Director's Assistant	Wages	\$8,500	4%
	Film Festival	Contracts, Distributors Fees, etc	\$14,000	7%
	Art Sales	Artist Percentages	\$20,000	10%
	Exhibitions		\$9,000	4%
	Events	Social, Feast, Festivals, Performances	\$9,000	4%
	Workshops	Workshop Leader Revenues	\$9,000	4%
	Youth Programs		\$9,000	4%
	Grants		\$5,000	2%
	Arts Partnerships	Hornby Conservancy, No Horses, HITS, Blues, Etc.	\$15,000	7%
		Sub Total	\$129,500	62%
Arts Centre Maintenance and Public Access		—CVRD Contract Support—		
	Front Counter Greeting Open & Lock-Up Staff	2 nights a week, 100 days, 4hrs/shift, \$17/hr (w/MERCs)	\$6,800	3%
	Hydro	Electricity	\$8,000	4%
	Water System	Testing, Filters, UV Lamps	\$1,000	0%
	HVAC/Heat Pump	Filters	\$500	0%
	Alarm Monitoring and Security System		\$1,200	1%
	Grounds Maintenance	Outside	\$4,000	2%
	Snow Clearing	Roof/Access/Parking	\$2,500	1%
	Cleaning	Janitorial	\$6,000	3%
	Capital Replacement Fund		\$5,000	2%
		Sub Total	\$35,000	17%
Operations				
	Accounting & Legal		\$5,000	2%
	Advertising & Promotions		\$2,000	1%
	Business Fees & Licenses		\$200	0%
	Credit Card Expense		\$1,000	0%
	Paypal transaction fees		\$200	0%
	Courier & Postage		\$400	0%
	Insurance	\$3M liability	\$2,500	1%
	Office Supplies		\$900	0%
	Program Subscription Fees	Adobe, Glide, etc.	\$900	0%
	Tenancy Costs		\$300	0%
	Website		\$1,000	0%
	Telephone and Internet		\$1,000	0%
	Travel		\$2,000	1%
	Memberships		\$100	0%
	Fundraising Expenses		\$3,000	1%
		Sub Total	\$20,500	10%
TOTAL EXPENSES			\$209,000	100%

Expense	Percentage
Administration	11%
Programming	62%
Maintenance and Public Access	17%
Operations	10%
Total	100%



Year 2 Arts Centre Cash Flow

Revenue	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	Total
Earned Revenue													
Events/Ticket Sales	2,000	2,000	2,000	500	500	1,000	500	8,500	500	500	1,000	1,000	20,000
Workshops	1,500	1,500	1,000	500	400	400	400	400	400	500	1,500	1,500	10,000
Art Sales	2,000	2,000	2,000			1,000			5,000	5,000	1,500	1,500	20,000
Sales and Concession	2,000	2,000	800	300	300	300	300	300	300	400	1,000	2,000	10,000
Rentals	400	400	300	300	300	300	300	300	300	300	400	400	4,000
Private													
Memberships	3,000	2,000	500	500	500	500	500	500	500	500	500	500	10,000
Donations	1,000	1,000	300	200	200	200	200	200	200	200	300	1,000	5,000
Sponsorships			1,000				1,000	2,000			1,000		5,000
Fundraising		1,000		3,000								1,000	5,000
Public													
BC Arts Council								27,000					27,000
Canada Council	15,000												15,000
Canadian Heritage										5,000			5,000
Service CA/Summer Student											10,000		10,000
BC Gaming												15,000	15,000
Creative BC							2,000						2,000
BCAC Youth Engagement								5,000					5,000
BCAC Community Dev	5,000												5,000
Comox Valley Regional Dist.							30,000						30,000
Foundation													
Vancouver Foundation			1,500			1,500			1,500			1,500	6,000
Total Cash Revenues	31,900	11,900	9,400			5,200	35,200	44,200	8,700	12,400	17,200	25,400	209,000
In Kind	3,000	3,000	2,000	1,000	1,000	2,000	1,000	2,000	1,000	1,000	1,000	2,000	20,000
Total In Kind Revenue	3,000	3,000	2,000	1,000	1,000	2,000	1,000	2,000	1,000	1,000	1,000	2,000	20,000
Total Annual Revenue	34,900	14,900	11,400	1,000	1,000	7,200	36,200	46,200	9,700	13,400	18,200	27,400	229,000

Expenses	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	Total
Admin Personnel													
Executive Director	800	800	800	700	700	700	700	700	700	800	800	800	9,000

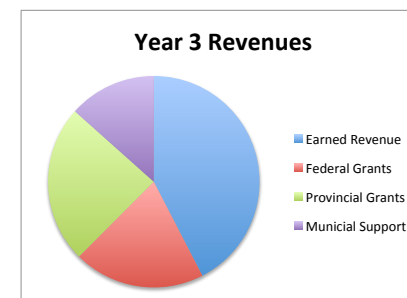
Office Assistant	500	500	400	400	400	400	400	400	400	400	400	400	5,000
Intern	300	200	200	200	200	200	200	200	200	200	200	200	2,500
Bookkeeper	700	700	600	600	600	600	600	600	600	600	600	700	7,500
Programs Personnel													
Creative Director	1,300	1,300	1,300	1,200	1,200	1,200	1,200	1,200	1,200	1,300	1,300	1,300	15,000
Event Coordinator	700	600	600	600	600	600	600	600	600	600	700	700	7,500
Youth and Indigenous Connect	800	800	700	700	600	600	600	900	600	600	800	800	8,500
Director's Assistant	800	800	700	700	600	600	600	900	600	600	800	800	8,500
SubTotal	5,900	5,700	5,300	5,100	4,900	4,900	4,900	5,500	4,900	5,100	5,600	5,700	63,500
Program Expenses													
Film Festival					1,000	1,000	2,000	8,000	2,000				14,000
Art Sales	2,000	2,000	2,000			1,000			5,000	5,000	1,500	1,500	20,000
Exhibitions	1,200	1,200	600	600	600	600	1,000	600	600	600	600	800	9,000
Events	1,000	1,000	900	700	500	500	500	700	800	800	800	800	9,000
Workshops	1,300	1,300	1,000	400	400	400	400	400	400	400	1,300	1,300	9,000
Youth Programs	1,900	1,900	1,000	400	400	400	1,000	400	400	400	400	400	9,000
Grants		1,000			1,000			1,000		1,000		1,000	5,000
Arts Partnerships	2,000	2,000	2,000	1,000	1,000	1,000			1,000	1,000	2,000	2,000	15,000
Sub Total	9,400	10,400	7,500	3,100	4,900	4,900	4,900	11,100	10,200	9,200	6,600	7,800	90,000
Maintenance and Access													
Front Counter Greeting	566	566	566	566	567	567	567	567	567	567	567	567	6,800
Hydro/Electrical	200	200	500	600	800	900	900	900	900	900	800	400	8,000
Water System	84	84	83	83	83	83	83	83	83	83	84	84	1,000
HVAC Filters			125			125			125			125	500
Alarm Monitoring	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Grounds Maintenance	400	400	200	200	300	300	300	300	400	400	400	400	4,000
Snow Clearing						750	750	500	500				2,500
Cleaning	750	750	400	400	400	400	400	400	300	300	750	750	6,000
Capital Replacement Fund							5,000						5,000
Sub Total	2,100	2,100	1,974	1,949	2,250	3,225	8,100	2,850	2,975	2,350	2,701	2,426	35,000
Operations													
Accounting & Legal											5,000		5,000
Advertising & Promotions	200	200	200	100	100	100	100	200	200	200	200	200	2,000
Business Fees & Licenses												200	200
Credit Card Expense	100	100	100	50	50	50	100	100	50	100	100	100	1,000

Paypal Transaction Fees	20	20	20	10	10	10	10	20	20	20	20	20	200
Courier & Postage	40	40	40	20	20	20	20	40	40	40	40	40	400
Insurance & Legal											2,500		2,500
Office Supplies	200	200							500				900
Program Subscription Fees			400			300			200				900
Tenancy Costs									300				300
Website			1,000										1,000
Telephone and Internet	84	84	83	83	83	83	83	83	83	83	84	84	1,000
Travel	150	150	150	150	150	150	150	150	200	200	200	200	2,000
Memberships												100	100
Fundraising Expenses			500	500			500	500			500	500	3,000
Sub Total Maint and Ops	794	794	2,493	913	413	713	963	1,093	1,593	643	8,644	1,444	20,500
Total Cash Expenses	18,194	18,994	17,267	11,062	12,463	13,738	18,863	20,543	19,668	17,293	23,545	17,370	209,000
In Kind	3,000	3,000	2,000	1,000	1,000	2,000	1,000	2,000	1,000	1,000	1,000	2,000	20,000
Total In Kind Revenue	3,000	3,000	2,000	1,000	1,000	2,000	1,000	2,000	1,000	1,000	1,000	2,000	20,000
Total Annual Expenses	21,194	21,994	19,267	12,062	13,463	15,738	19,863	22,543	20,668	18,293	24,545	19,370	229,000

Year 2 Arts Centre and Environs Activity Flow						
Activity Areas	July	August	September	October	November	December
Organizational	Support Summer Programs	Support Summer Programs	AGM soon	Planning for Winter Season	Plan for Holiday Show	Year End Reporting
New Arts Centre	Regular programs and installations →	Exhibitions →	First Nations Crown Land Planning			Maintenance checks, snow
Grants/Sponsors	Preparing BCAC Operations	Preparing BCAC Operations	BCAC Operations Grant		Prep BCAC program apps	Prep BCAC program apps
Programming	Performances	Kids camps	Coast Salish Feast	Planning for Literary Festival	Delivery of Literary Festival	Xmas Show
Workshops	Lectures and Workshops		Kids Friday's semester 1	Residency show	Short Exhibitions	Community Programs
Special Events					Film Fest program lock	Film Fest planning
Community Partnering	K'ómoks FN exchange	Assist Hornby Festival	Assist No Horses Jazz Festival			Prepare Youth Apps with HIES
Fundraising	New Memberships	Donations/Raffle Focus		Vancouver Fundraiser		
Activity Areas	January	February	March	April	May	June
Organizational	Strategic Planning	Film Fest	Promotions	Workshops Guide	Preparation for Summer	Support for Summer Programs
	Feb Social planning	Webpage work		Operations Funding apps	Season	
	Film Fest planning, Feb Delivery				Hiring Summer Youth	
New Arts Centre	Maintenance checks, snow	Work on environs, trails, outdoor stage,	Gardens, Landscaping	Installation of Blues Show	Installation of 50/50 show	Installation of Summer
	Winter exhibition	aux parking.	Lock summer outdoor performances			Exhibition
	Possible capital grants		Installation of Herringfest Art Show			
Grants/Sponsors	Community Sponsors Outreach	BCAC Festival Programming	Program Funding Sponsors	Program Funding Sponsorships	Community Fund	BCAC Capital Request
	BCAC Youth Programming	BC Gaming Application Prep	BC Gaming Application Delivery		Application	
	Summer Student Federal Application					
Programming	Kids Fridays semester 2	February Social and Season Launch	Herringfest Art Show	Organize Monthly Studio Tours	Exhibitions/Performance	Delivery of Summer Workshop
Workshops	Second set of workshops and lectures	Film Festival	Organize summer performances	First Summer season of workshops	Choreographers Retreat	Season
Special Events			First Dance performance/camp		Summer Performances	Summer Performances
Community Partnering	Partner with Photographers Society	Assist New Horizons fundraiser	Assist Hornby Conservancy Event	Assist Blues Festival	Cross promotion with Arts	Theatre Society Cross Promo
Fundraising		Set annual Fundraising Goals/Memberships			Summer Raffle Start	Senior Artist Show/Auction

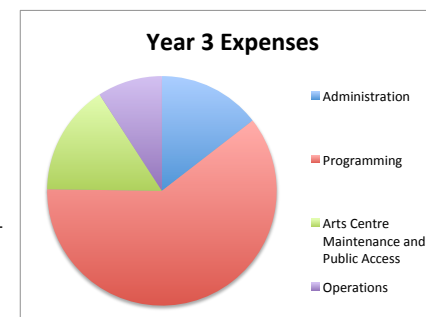
Category	Source	YEAR 3 OF ARTS CENTRE - Revenues	Figure	Percentage
Earned Revenue, Unrestricted	Arts Centre Sales and Concessions		\$10,000	4%
	Arts Centre Entrance Donations		\$5,000	2%
	Memberships		\$10,000	4%
	Fundraising		\$5,000	2%
	Corporate	Sponsorships	\$5,000	2%
	Rental of Arts Centre		\$4,000	2%
		Sub Total	\$39,000	17%
Earned Revenue, Restricted	Ticketing	Festivals, Performances, Events, Partnership Presentations	\$20,000	9%
	Art Sales		\$20,000	9%
	Workshops		\$10,000	4%
		Sub Total	\$50,000	22%
Grants, Unrestricted	Federal	Canada Council for the Arts — Operations	\$30,000	13%
	Provincial	BC Arts Council — Operations	\$27,000	12%
		Sub Total	\$57,000	25%
Grants, Restricted	Federal	Canadian Heritage Arts Presentation Fund — Performances	\$5,000	2%
	Federal	Youth Employment/Service Canada — Staff	\$10,000	4%
	Provincial	Community Gaming Grant — Programs	\$15,000	7%
	Provincial	Creative BC — Film Festival	\$2,000	1%
	Provincial	BCAC — Special Program	\$5,000	2%
	Provincial	BCAC Program Grants — Youth and Festivals	\$5,000	2%
		Sub Total	\$42,000	19%
Service Delivery Contract, Externally Restricted	Municipal	Comox Valley Regional District Contract — Maintenance and Public Access	Total	\$30,000 13%
Endowment, Unrestricted	Vancouver Foundation		Total	\$6,000 3%
TOTAL REVENUES			\$224,000	100%

Revenue Source	Percentage
Earned Revenue	42%
Federal Grants	20%
Provincial Grants	24%
Municipal Support	13%
Total	100%



Category	Source	YEAR 3 OF ARTS CENTRE - Expenses	Figure	Percentage
Core Administration				
	Executive Director	Wages	\$13,000	6%
	Office Assistant	Wages	\$6,500	3%
	Intern	Wages	\$4,000	2%
	Bookkeeper	Wages	\$9,000	4%
		Sub Total	\$32,500	15%
Programs, Staff and Contractors				
	Creative Director	Wages	\$18,000	8%
	Event Coordinator	Wages	\$9,000	4%
	Youth and Indigenous Connections Coordinator	Wages	\$9,500	4%
	Director's Assistant	Wages	\$9,500	4%
	Film Festival	Contracts, Distributors Fees, etc	\$14,000	6%
	Art Sales	Artist Percentages	\$20,000	9%
	Exhibitions		\$9,000	4%
	Events	Social, Feast, Festivals, Performances	\$9,000	4%
	Workshops	Workshop Leader Revenues	\$9,000	4%
	Youth Programs		\$9,000	4%
	Grants		\$5,000	2%
	Arts Partnerships	Hornby Conservancy, No Horses, HITS, Blues, Etc.	\$15,000	7%
		Sub Total	\$136,000	61%
Arts Centre Maintenance and Public Access				
	Front Counter Greeting Open & Lock-Up Staff	—CVRD Contract Support— 2 nights a week, 100 days, 4hrs/shift, \$17/hr (w/MERCs)	\$6,800	3%
	Hydro	Electricity	\$8,000	4%
	Water System	Testing, Filters, UV Lamps	\$1,000	0%
	HVAC/Heat Pump	Filters	\$500	0%
	Alarm Monitoring and Security System		\$1,200	1%
	Grounds Maintenance	Outside	\$4,000	2%
	Snow Clearing	Roof/Access/Parking	\$2,500	1%
	Cleaning	Janitorial	\$6,000	3%
	Capital Replacement Fund		\$5,000	2%
		Sub Total	\$35,000	16%
Operations				
	Accounting & Legal		\$5,000	2%
	Advertising & Promotions		\$2,000	1%
	Business Fees & Licenses		\$200	0%
	Credit Card Expense		\$1,000	0%
	Paypal transaction fees		\$200	0%
	Courier & Postage		\$400	0%
	Insurance	\$3M liability	\$2,500	1%
	Office Supplies		\$900	0%
	Program Subscription Fees	Adobe, Glide, etc.	\$900	0%
	Tenancy Costs		\$300	0%
	Website		\$1,000	0%
	Telephone and Internet		\$1,000	0%
	Travel		\$2,000	1%
	Memberships		\$100	0%
	Fundraising Expenses		\$3,000	1%
		Sub Total	\$20,500	9%
TOTAL EXPENSES			\$224,000	100%

Expense	Percentage
Administration	15%
Programming	61%
Arts Centre Maintenance and Public Access	16%
Operations	9%
Total	100%



Year 3 Arts Centre Cash Flow

Revenue	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	Total
Earned Revenue													
Events/Ticket Sales	2,000	2,000	2,000	500	500	1,000	500	8,500	500	500	1,000	1,000	20,000
Workshops	1,500	1,500	1,000	500	400	400	400	400	400	500	1,500	1,500	10,000
Art Sales	2,000	2,000	2,000			1,000			5,000	5,000	1,500	1,500	20,000
Sales and Concession	2,000	2,000	800	300	300	300	300	300	300	400	1,000	2,000	10,000
Rentals	400	400	300	300	300	300	300	300	300	300	400	400	4,000
Private													
Memberships	3,000	2,000	500	500	500	500	500	500	500	500	500	500	10,000
Donations	1,000	1,000	300	200	200	200	200	200	200	200	300	1,000	5,000
Sponsorships			1,000				1,000	2,000			1,000		5,000
Fundraising		1,000		3,000								1,000	5,000
Public													
BC Arts Council								27,000					27,000
Canada Council							30,000						30,000
Canadian Heritage										5,000			5,000
Service CA/Summer Student											10,000		10,000
BC Gaming												15,000	15,000
Creative BC							2,000						2,000
BCAC Youth Engagement								5,000					5,000
BCAC Community Dev	5,000												5,000
Comox Valley Regional Dist.							30,000						30,000
Foundation													
Vancouver Foundation			1,500			1,500			1,500			1,500	6,000
Total Cash Revenues	16,900	11,900	9,400			5,200	65,200	44,200	8,700	12,400	17,200	25,400	224,000
In Kind	3,000	3,000	2,000	1,000	1,000	2,000	1,000	2,000	1,000	1,000	1,000	2,000	20,000
Total In Kind Revenue	3,000	3,000	2,000	1,000	1,000	2,000	1,000	2,000	1,000	1,000	1,000	2,000	20,000
Total Annual Revenue	19,900	14,900	11,400	1,000	1,000	7,200	66,200	46,200	9,700	13,400	18,200	27,400	244,000
Expenses	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	Total
Admin Personnel													
Executive Director	1,400	1,400	1,300	900	900	900	900	900	900	1,000	1,200	1,300	13,000

Office Assistant	750	500	500	500	500	500	500	500	500	500	500	750	6,500
Intern	400	300	300	300	300	300	300	300	300	400	400	400	4,000
Bookkeeper	900	900	700	700	600	600	600	600	800	800	900	900	9,000
Programs Personnel													
Creative Director	1,700	1,700	1,400	1,400	1,400	1,400	1,400	1,400	1,500	1,500	1,600	1,600	18,000
Event Coordinator	1,000	1,000	700	700	600	600	600	900	600	700	800	800	9,000
Youth and Indigenous Connect	1,000	1,000	700	700	700	700	700	900	700	700	800	900	9,500
Director's Assistant	1,000	1,000	700	800	700	700	700	1,000	700	700	700	800	9,500
SubTotal	8,150	7,800	6,300	6,000	5,700	5,700	5,700	6,500	6,000	6,300	6,900	7,450	78,500
Program Expenses													
Film Festival					1,000	1,000	2,000	8,000	2,000				14,000
Art Sales	2,000	2,000	2,000			1,000			5,000	5,000	1,500	1,500	20,000
Exhibitions	1,500	1,500	1,000	500	500	500	1,000	500	500	500	500	500	9,000
Events	1,500	1,500	1,000	500	500	500	1,000	500	500	500	500	500	9,000
Workshops	1,300	1,300	1,000	400	400	400	400	400	400	400	1,300	1,300	9,000
Youth Programs	1,500	1,500	1,000	500	500	500	1,000	500	500	500	500	500	9,000
Grants		1,000			1,000			1,000		1,000		1,000	5,000
Arts Partnerships	2,000	2,000	2,000	1,000	1,000	1,000			1,000	1,000	2,000	2,000	15,000
Sub Total	9,800	10,800	8,000	2,900	4,900	4,900	5,400	10,900	9,900	8,900	6,300	7,300	90,000
Maintenance													
Front Counter Greeting	566	566	566	566	567	567	567	567	567	567	567	567	6,800
Hydro/Electrical	200	200	500	600	800	900	900	900	900	900	800	400	8,000
Water System	84	84	83	83	83	83	83	83	83	83	84	84	1,000
HVAC Filters			125			125			125			125	500
Alarm Monitoring	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Grounds Maintenance	400	400	200	200	300	300	300	300	400	400	400	400	4,000
Snow Clearing						750	750	500	500				2,500
Cleaning	750	750	400	400	400	400	400	400	300	300	750	750	6,000
Capital Replacement Fund							5,000						5,000
Sub Total	2,100	2,100	1,974	1,949	2,250	3,225	8,100	2,850	2,975	2,350	2,701	2,426	35,000
Operations													
Accounting & Legal											5,000		5,000
Advertising & Promotions	200	200	200	100	100	100	100	200	200	200	200	200	2,000
Business Fees & Licenses												200	200
Credit Card Expense	100	100	100	50	50	50	100	100	50	100	100	100	1,000

Paypal Transaction Fees	20	20	20	10	10	10	10	20	20	20	20	20	200
Courier & Postage	40	40	40	20	20	20	20	40	40	40	40	40	400
Insurance & Legal											2,500		2,500
Office Supplies	200	200							500				900
Program Subscription Fees			400			300			200				900
Tenancy Costs									300				300
Website			1,000										1,000
Telephone and Internet	84	84	83	83	83	83	83	83	83	83	84	84	1,000
Travel	150	150	150	150	150	150	150	150	200	200	200	200	2,000
Memberships												100	100
Fundraising Expenses			500	500			500	500			500	500	3,000
Sub Total Maint and Ops	794	794	2,493	913	413	713	963	1,093	1,593	643	8,644	1,444	20,500
Total Cash Expenses	20,844	21,494	18,767	11,762	13,263	14,538	20,163	21,343	20,468	18,193	24,545	18,620	224,000
In Kind	3,000	3,000	2,000	1,000	1,000	2,000	1,000	2,000	1,000	1,000	1,000	2,000	20,000
Total In Kind Revenue	3,000	3,000	2,000	1,000	1,000	2,000	1,000	2,000	1,000	1,000	1,000	2,000	20,000
Total Annual Expenses	23,844	24,494	20,767	12,762	14,263	16,538	21,163	23,343	21,468	19,193	25,545	20,620	244,000

Year 3 Arts Centre and Environs Activity Flow						
Activity Areas	July	August	September	October	November	December
Organizational	Support Summer Programs	Support Summer Programs	AGM soon	Planning for Winter Season	Plan for Holiday Show	Year End Reporting
New Arts Centre	Regular programs and installations →	Exhibitions →	First Nations Crown Land Planning			Maintenance checks, snow
Grants/Sponsors	Preparing BCAC Operations	Preparing BCAC Operations	BCAC Operations Grant		Prep BCAC program apps	Prep BCAC program apps
Programming	Performances	Kids camps	Coast Salish Feast	Planning for Literary Festival	Delivery of Literary Festival	Holiday Show
Workshops	Lectures and Workshops		Kids Friday's semester 1	Residency show	Short Exhibitions	Community Programs
Special Events		Studio Tour			Film Fest program lock	Film Fest planning
Community Partnering	K'ómoks FN exchange	Assist Hornby Festival	Assist No Horses Jazz Festival			Prepare Youth Apps with HIES
Fundraising	New Memberships	Donations/Raffle Focus		Vancouver/Victoria Fundraiser		
Activity Areas	January	February	March	April	May	June
Organizational	Strategic Planning Annual Board Dev.	Film Fest	Promotions	Workshops Guide	Preparation for Summer	Support for Summer Programs
	Feb Social planning	Webpage work		Operations Funding apps	Season	
	Film Fest planning, Feb Delivery				Hiring Summer Youth	
New Arts Centre	Maintenance checks, snow	Work on environs, trails, outdoor stage,	Gardens, Landscaping	Installation of Blues Show	Installation of 50/50 show	Installation of Summer
	Winter exhibition	aux parking.	Lock summer outdoor performances			Exhibition
	Possible capital grants		Installation of Herringfest Art Show			
Grants/Sponsors	Community Sponsors Outreach	BCAC Festival Programming	Program Funding Sponsors	Program Funding Sponsorships	Community Fund	BCAC Capital Request
	BCAC Youth Programming	BC Gaming Application Prep	BC Gaming Application Delivery		Application	
	Summer Student Federal Application					
Programming	Kids Fridays semester 2	February Social and Season Launch	Herringfest Art Show	Organize Monthly Studio Tours	Exhibitions/Performance	Delivery of Summer Workshop
Workshops	Second set of workshops and lectures	Film Festival	Organize summer performances	First Summer season of workshops	Choreographers Retreat	Season
Special Events			First Dance performance/camp		Summer Performances	Summer Performances
Community Partnering	Partner with Photographers Society	Assist New Horizons fundraiser	Assist Hornby Conservancy Event	Assist Blues Festival	Cross promotion with Arts	Theatre Society Assist
Fundraising		Set annual Fundraising Goals/Memberships			Summer Raffle Start	Senior Artist Show/Auction