

The Hornby Island Art Council 5-year Business Plan (2019-2023)

The Hornby Island Arts Council (HIAC) will undergo a considerable transition over the next 5 years. This 5 year business plan reflects the transition years and Arts Centre construction period (2019–2020). Once the Arts Centre is built and functioning, our capacity for operations and programming will shift significantly. We are working to see the Comox Valley Regional District bring \$30,000 from the Hornby Island tax base back to our island for annual arts funding. Additionally, the BC Arts Council has seen its funding nearly double from \$19 million to \$34 million, and this bodes well for our regional arts sector. Our business plan for the years 2021 and 2022 allow for planned growth as we build our capacity for management and program development. By year 2023, the business plan reflects a stable environment with key management in place and a facility that is ready for growth and strong consistent programming. Working with our professional artists, we will also begin providing significant opportunities for professional development.

From a high-level perspective, below are the summarized key goals and factors that we will work with for each coming year. For each of these years, there is an accompanying annual activity flow chart with a projected budget and cash flow statement.

2019-Transition Year 1 of Plan

Focus is on providing the best quality programming with limited resources:

- Still operating from the small, antiquated trailer.
- Director is part time 16 hrs/week HIAC operations (and as needed on Arts Centre); Bookkeeper 4.5/hrs week; Curator receives seasonal honorarium.
- Annual Fundraising Strategy is developing with growing results.
- Volunteer Board takes on a considerable amount of work to support program activities.
- Student summer program provides additional help in peak season (May, June, July, August).
- We are working primarily with Hornby Island-based talent to provide simple but professional exhibitions, performances and workshops. Performers receive honorariums.
- There is a committed consistent effort to get the new Arts Centre funding in place, with the goal of breaking ground for construction in September 2019.
- When funding is secured, our Arts Centre building team solidifies completely to oversee planning and construction.

2020-Transition Year 2 of Plan

- Focus is on getting the new Arts Centre ready to accommodate exhibitions and performances as soon as possible.
- The Arts Centre has a soft opening as soon as the basic structure is in place.
- The Arts Centre may not be fully equipped by the end of 2020, but it is a functioning space, ready for multiple exhibitions, performances and workshops.
- Management & Board continue to apply for grants and raise funds for essential equipment, the sculpture walk, and grounds and landscaping development.
- Director is part time 20 hrs/week; Bookkeeper 7hrs/week; Office Manager 11.5hrs/week; Curator has a monthly regular honorarium. Summer students provide additional staff for peak season. Maintenance contract is in place for when new building is open.
- Planning for winter exhibitions and performances for 2021 is in place well in advance.
- There are 4 structured stable committees in place underneath the Board: the Exhibitions/Performance Committee, the Film Festival Committee, the Fundraising Committee, and the Volunteer Support Committee.

Note: New operational funds in 2020 will change our staffing capacity dramatically. However, we are prepared to continue to grow without them as we had planned until recently. In terms of predictable programming, this will be our most challenging year because it will depend on the timing of the completion of the Arts Centre. The site for the new building is essentially on the location we currently occupy, so our existing facilities will be dismantled and removed once we break ground for the new building in September 2019. While we represent the best case scenario with a soft opening for the summer of 2020, if the building is not completed in time, we will structure our programming to provide more cultural events in external locations, such as Art in the Gardens Tours, Studio Tours, and Outdoor Readings and Performance Events. This will allow us to provide some strong cultural events and experiences during the peak summer season if construction prevents public access to our site. We will also continue to work with the Community Hall for the Film Festival, the Herring Fest Art Show, and other key events and festivals.

2021-First Full Cycle Year 3 of Plan

Our first full year of operations in the new Arts Centre.

- With the structure and key elements in place, we have the facilities in place to provide year-round programming.
- Management and staff include the Director at 26 hr/week; Office Manager 13 hrs/week; Bookkeeper 7.5hrs/week; Curator (contracted); 2 full time summer students for peak season; Fundraising Chair (contracted); and Maintenance contract.
- Our volunteer Board continues to provide additional support on committees.
- Donations and fundraising efforts shift from offsetting building costs to creating strong and vibrant year round programming.
- Planning and partnerships for long-term community programs for all ages takes place.
- 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 diverse revenue streams.

2022-Second Full Cycle Year 4 of Plan

We have experienced a full year of operating in the new facility.

- Community of artists increasingly coming forward to present ideas and projects and workshops.
- Our community arts programming is positioned for stronger external funding support (with a needed focus on youth/seniors programming).
- We are planning ahead and booking key events/exhibitions not only for the current year but into 2023 and beyond.
- Guest artists and performers and artist residencies are now part of our regular programming.
- We continue to develop diverse revenue streams, including the gift shop and the “artists café.”
- Director is at 26hrs/week; Administrator at 18 hrs/week (replaces Office Manager); Bookkeeper 8hrs/week; Curator (contract); 2 full time summer students for peak season; Fundraising Chair (contract); and Maintenance contracted.

2023-Stabilized Programming Year 5 of Plan

We are focused on delivery consistent and quality cultural experiences for the community and for the 40,000 visitors that come to the island.

- Management and staff network with other arts organizations in BC and across Canada to exchange ideas and practices and expand programming potential.
- We have worked on communications and marketing strategies and are positioning the cultural activities at the Arts Centre and on Hornby for cultural tourism opportunities (in partnership with local economic counsel).
- We are working with community partners to develop and deliver cultural programs for residents of all ages.
- We have developed good working relationships with BC Arts Council and Canada Council for the Arts, and receive annual support for operations and innovative programming.
- We have annual fundraising events in place with a strong connection to the Vancouver and Victoria arts communities.
- Director is at 28hrs/week; Administrator 18 hrs/week; Bookkeeper 8hrs/week; Curator (contract); 2 full time summer students for peak season; Fundraising Chair (contract); and Maintenance contracted.

Hornby Island Arts Council Activity Flow Chart-2019						
Activity Areas	January	February	March	April	May	June
Organizational	Strategic Planning:Bill Usher	Film Fest planning, March Delivery	Exhibitions/Performance Brochure	Workshops Guide	AGM	Summer students
	Feb Social planning	Prep Studio Guide	Studio Guide	Operations Funding apps		
			Webpage and Logo refresh	HIAC Trailer Clean Up		
New Arts Centre	ICET, provincial funding applications	ICET funding Stage II Approval	Heritage Canada Funding app	Project Manager in place	Funding News...	Funding News...
		Further Community Consultation	Further Design Work	Further Community Consultation	Rural Dividend	Canadian Heritage Approval?
		Further Private Donations	Co-op Community Spaces Funding	HICEEC Funds Deposited		
Grants/Sponsors	Community Sponsors Outreach	BCAC Festival Programming	Program Funding Sponsors	Program Funding Sponsorships	Community Fund	
	BCAC Youth Programming		BC Gaming Application	CVRD Gas Tax Support		
	Summer Student Federal Application			BC Gaming Application		
Programming		February Social and Season Launch			Exhibitions/Performance	Exhibitions/Performance
Workshops			Workshops: Digital Arts		Choreographers Retreat	Workshops: Printmaking
Special Events			Film Festival			Garden/Art Tour
			Herringfest Art Show			Workshops
Community Partnering	Promote Quilters Show Co-op	Assist New Horizons fundraiser	Assist Hornby Conservancy Event			
Fundraising		Set annual Fundraising Goals/Memberships				
Activity Areas	July	August	September	October	November	December
Organizational	SS/Farmers Market	SS/Farmers Market/Prep for construction	Remove HIAC trailer	Remove HIAC trailer	Plan for Holiday Show	Year End Reporting
New Arts Centre	Surveys and Licencing	Surveys and Licencing	Begin Construction	Funding News...	Funding News...	
	Auction Fundraising	Auction Fundraising	BC Gaming	Construction	Construction	Construction
	Engineering Report	Permit Approvals				
Grants/Sponsors			BCAC Operations Grant	Program Funding apps		
Programming	Exhibitions/Performance	Exhibitions/Performance	Exhibitions/Performance			Xmas Show
Workshops	Workshops: Canvas	Workshops: Sculpture				
Special Events		Studio Tour				
Community Partnering	Life Drawing Group	Assist Hornby Festival	Assist No Horses Jazz Festival			Prepare Youth Apps with HIES
Fundraising	Island Fundraiser	Donations/Raffle Focus		Vancouver Fundraiser		

Hornby Island Arts Council Operations Cash Flow-2019

Revenue 2019	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
Earned Revenue													
Events/Ticket Sales			8,500			2,000	500	500	3,000			1,000	15,500
Workshops						300	600	600					1,500
Sales Percentage							250	250					500
Bar and concession							50	50					100
Merchandise							75	75					150
Private													
Memberships		1,500	300		300	300	300	300	100				3,100
Donations				300	300	400	700	700	200				2,600
Sponsorships	1,000	2,500			1,000				1,000				5,500
Fundraising						5,000							5,000
Public													
BC Arts Council			8,000			3,000							11,000
Service CA/Summer Student						7,000							7,000
BC Gaming				6,000									6,000
Comox Valley Regional Dist.						2,500							2,500
Local/Municipal		2,300				200							2,500
Foundations													
Vancouver Foundation		1,100				1,100			1,100			1,100	4,400
Carmichael Foundation		4,000											4,000
Community Fund								2,500					2,500
Interest	40												40
Total Cash Revenues	1,040	11,400	16,800	6,300	1,600	21,800	2,475	4,975	5,400			2,100	73,890
In Kind Services Design/Build	5,000	5,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	5,000	5,000	5,000	39,000
In Kind Services AD/Curatorial	1,000	2,000	1,000	1,000	1,000	2,000	3,000	3,000	2,000	1,000	1,000	2,000	20,000
Total In Kind Revenue	7,040	18,400	19,800	9,300	4,600	25,800	7,475	9,975	9,400	6,000	6,000	9,100	59,000
Total Annual Revenue	8,080	29,800	36,600	15,600	6,200	47,600	9,950	14,950	14,800	6,000	6,000	11,200	132,890

Expenses 2019	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
Personnel													
Executive Director	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	20,400
Bookkeeper	400	400	400	400	400	400	400	400	400	400	400	400	4,800
Exhibitions Curator				400	400	400	400	400	400				2,400
Volunteer Costs		500					1,000						1,500
Summer Students					2,000	2,000	2,000	2,000					8,000

SubTotal	2,100	2,600	2,100	2,500	4,500	4,500	5,500	4,500	2,500	2,100	2,100	2,100	37,100
General and Administration													
Tenancy Agreement	300												300
Hydro/Electrical	120	120	120	120	120	120	120	120	120	120	120	120	1,440
Telephone/Internet	125	125	125	125	125	125	125	125	125	125	125	125	1,500
Accounting		1,700											1,700
Supplies/Printing	100	200	300	300	300	300	300	300	200	200	200	200	2,900
Marketing & Communications		2,000			500								2,500
Public Relations	250											250	500
Board Development	1,000									500			1,500
Licences & Fees (SOCAN)	170												170
Gift Shop Costs			300									100	400
Bar and concession							40	40					80
Merchandise							50	50					100
Insurance		1,500											1,500
Fundraising Costs						500	1,000						1,500
Travel & Outreach			200						200				400
Postage	100												100
Amortization of equipment	1,000												1,000
Contingencies		500											500
Sub Total	3,165	6,145	1,045	545	1,045	1,045	1,635	635	645	445	945	795	18,090
Program Expenses													
Workshop/Program Costs			2,000		500	200	200	200	200				3,300
Artists Fees/Honorariums			8,000		200	400	2,000	2,000	2,000	600		200	15,400
Sub Total			10,000		700	600	2,200	2,200	2,200	600		200	18,700
Total Cash Expenses	5,265	8,745	13,145	3,045	6,245	6,145	9,335	7,335	5,345	3,145	3,045	3,095	73,890
In Kind Services Design/Build	5,000	5,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	5,000	5,000	5,000	39,000
In Kind Services AD/Curatorial	1,000	2,000	1,000	1,000	1,000	2,000	3,000	3,000	2,000	1,000	1,000	2,000	20,000
Total In Kind Expenses	11,265	15,745	16,145	6,045	9,245	10,145	14,335	12,335	9,345	9,145	9,045	10,095	59,000
Total Annual Expenses	16,530	24,490	29,290	9,090	15,490	16,290	23,670	19,670	14,690	12,290	12,090	13,190	132,890

Budget Notes 2019

Events/Ticket Sales reflects the annual Hornby Film Festival (Feb), Art in the Garden and Studio Tours (June and September), assisting with summer festivals and the No Horses Festival in September, and Winter Art Show

Executive Director 16 hrs/week @\$25.00/hr
 Bookkeeper 4.5 hrs/week @ \$19/hr
 Exhibitions Curator Honorarium of \$2400 for season

Amortization of equipment based on annual 20%; currently at approx. \$5,000

Hornby Island Arts Council Activity Flow Chart-2020						
Activity Areas	January	February	March	April	May	June
Organizational	Annual Board Planning Session	Film Fest planning/delivery	Exhibitions/Performance Brochure	Workshops Guide	AGM	Summer students
	Feb Social planning	Prep Studio Guide	Studio Guide	Operations Funding apps		
New Art Centre	Construction	Construction	Construction	Construction	Costruction	Soft Opening
			Heritage Canada funding app		Rural Dividend app	
Grants/Sponsors	Community Sponsors Outreach	BCAC Festival Grant	Program Funding Sponsors	Program Funding Sponsors	Community Fund	
	Summer Student Federal Applications		BC Gaming Application	CVRD Grant in Aid		
	BCAC Youth Grant					
Programming		February Social and Season Launch			Exhibitions/Performance	Exhibitions/Performance
Workshops			Workshops: Digital Arts			Workshops
Special Events			Herringfest Art Show		Choreographers Retreat	Garden/Art Tour
			Film Festival			
Community Partnering		Assist New Horizons fundraiser	Assist Hornby Conservancy Event	Work with HIES on youth pgs		
Fundraising		Set annual Fundraising Goals				
Activity Areas	July	August	September	October	November	December
Organizational	SS/Farmers Market	SS/Farmers Market	Prepare for Victoria/Van Auction	Consolidate Year's activities	Plan for Holiday Show	Year End Reporting
New Art Centre	Finishing	New Equipment	Landscaping	Landscaping	Grant applications	Grant Applications
			BC Gaming Application			
Grants/Sponsors			BCAC Operations Grant	Canada Council for the Arts Operat.		
Programming	Exhibitions/Performance	Exhibitions/Performance	Exhibitions/Performance	Exhibitions/Performance	Exhibitions/Performance	December Art/Craft Show
Workshops	Workshops	Workshops				
Special Events			Studio Tour			Salish Season Event
Community Partnering		Assist Hornby Festival	Assist No Horses Jazz Festival			Planning for HIES Youth Grant
Fundraising	Island Fundraiser	Donations/Raffle Focus		Vancouver Fundraiser		

Hornby Island Arts Council Operations Cash Flow-2020

Revenue	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
Earned Revenue													
Events/Ticket Sales			8,500			2,000	500	500	3,000			1,000	15,500
Workshops						700	700	700					2,100
Sales Percentage						1,000	1,000	1,000	500	500	500	500	5,000
Bar and concession							75	75					150
Merchandise							100	100					200
Room Rentals									300	300	300	300	1,200
Private													
Memberships		1,500	300		300	300	300	300	300				3,300
Donations				300	300	400	700	700	200	200	200	200	3,200
Sponsorships	1,000	1,000				1,000			1,000				4,000
Fundraising									5,000				5,000
Public													
BC Arts Council			10,000			3,000							13,000
Canada Council for the Arts					5,000								5,000
Service CA/summer student						7,000							7,000
BC Gaming				6,000									6,000
Comox Valley Regional Dist	30,000												30,000
Local/ Municipal		2,000											2,000
Foundations													
Vancouver Foundation		1,100				1,100			1,100			1,100	4,400
Community Fund								1,000					1,000
Interest	50												50
Total Cash Revenues	31,050	5,600	18,800	6,300	5,600	16,500	3,375	4,375	11,400	1,000	1,000	3,100	108,100
In Kind Services Design/Build	5,000	5,000	2,000	2,000	2,000	2,000	500	500	500				19,500
In Kind Services AD/Curatorial	1,000	2,000	1,000	1,000	1,000	2,000	3,000	3,000	2,000	1,000	1,000	2,000	20,000
Total In Kind Revenue	6,000	7,000	3,000	3,000	3,000	4,000	3,500	3,500	2,500	1,000	1,000	2,000	39,500
Total Annual Revenue	37,050	12,600	21,800	9,300	8,600	20,500	6,875	7,875	13,900	2,000	2,000	5,100	147,600

Expenses 2020	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
Personnel													
Executive Director	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	31,200
Office Manager	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
Bookkeeper	600	600	600	600	600	600	600	600	600	600	600	600	7,200
Exhibitions Curator	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Volunteer Costs		1,000					1,000						2,000
Maintenance Contracts						450	450	450	450	450	450	450	3,150
Summer Students					2,000	2,000	2,000	2,000					8,000

SubTotal	4,700	5,700	4,700	4,700	6,700	7,150	8,150	7,150	5,150	5,150	5,150	5,150	69,550
General and Administration													
Tenancy Agreement	300												300
Hydro/Electrical	325	325	325	325	325	325	325	325	325	325	325	325	3,900
Telephone/Internet	120	120	120	120	120	120	120	120	120	120	120	120	1,440
Accounting		1,400											1,400
Supplies/Printing	200	200	300	300	300	300	300	300	200	200	200	200	3,000
Marketing & Communications		500		500		100	100	100	500			200	2,000
Public Relations	250											250	500
Board Development	250										250		500
Licences & Fees (SOCAN)	200												200
Sales Costs				500	100	100	200	200				100	1,200
Bar and Concession							100	100					200
Merchandise							100	100					200
Insurance		2,000											2,000
Fundraising Costs						500	1,000						1,500
Travel & Outreach			400						200				600
Postage	100		100									100	300
Amortization of Equipment	900												900
Contingencies		310											310
Sub Total	2,645	4,855	1,245	1,745	845	1,445	2,245	1,245	1,345	645	895	1,295	20,450
Program Expenses													
Workshop/Program Costs			2,000	200	500	200	200	200	200	200	200	500	4,400
Artists Fees/Honorariums			8,000	500	200	400	1,500	1,500	1,500	600	200	400	14,800
Sub Total			10,000		700	600	1,700	1,700	1,700	800		900	18,100
Total Cash Expenses	7,345	10,555	15,945	6,445	8,245	9,195	12,095	10,095	8,195	6,595	6,045	7,345	108,100
In Kind Services Design/Build	5,000	5,000	2,000	2,000	2,000	2,000	500	500	500				19,500
In Kind Services AD/Curatorial	1,000	2,000	1,000	1,000	1,000	2,000	3,000	3,000	2,000	1,000	1,000	2,000	20,000
Total In Kind Expenses	6,000	7,000	3,000	3,000	3,000	4,000	3,500	3,500	2,500	1,000	1,000	2,000	39,500
Total Annual Expenses	13,345	17,555	18,945	9,445	11,245	13,195	15,595	13,595	10,695	7,595	7,045	9,345	147,600

Budget Notes 2020

Fundraising would continue for the Arts Centre essential equipment, the development of Crown Land grounds and programming

*Note that incoming Regional District Tax base support significantly transforms the operations budget in this year

Executive Director 20 hrs/week @\$30.00/hr

Office Manager 11.5 hrs/week @ \$20/hr

Bookkeeper 7 hrs/week @ \$20/hr

Curator Monthly Honorarium \$500

Maintenance Monthly Contract \$450

Amortization of equipment based on annual 20% of capitalized assets

Hornby Island Arts Council Activity Flow Chart-2021						
Activity Areas	January	February	March	April	May	June
Organizational	Annual Board Planning Session	Film Fest planning	Exhibitions/Performance Brochure	Workshops Guide	AGM	Summer students
	Feb Social planning	Prep Studio Guide	Studio Guide	Operations Funding apps	Prep for Grand Opening	
New Art Centre	Crown Land Use/FN Planning	Sculpture Walk Development	Regular Maintenance	Prep for Peak Season	Prep for Peak Season	Grand Opening NAC
			Heritage Canada funding app			FN Participation
Grants/Sponsors	Community Sponsors Outreach	BCAC Festival Grant	Program Funding Sponsors	Program Funding Sponsors	Community Fund	
	Community Partners Outreach		BC Gaming Application	CVRD Grant in Aid	Partners Support Recog	
	Summer Student Federal Applications					
	BCAC Youth Grant					
Programming	Exhibitions/Performance	Exhibitions/Performance	Exhibitions/Performance	Exhibitions/Performance	Exhibitions/Performance	Exhibitions/Performance
Workshops	Workshops	Workshops	Workshops	Workshops	Workshops	Workshops
Special Events		February Arts Social	Herringfest Art Show			Garden/Art Tour
			Film Festival			
Community Partnering			Assist Hornby Conservancy Event		Assist with Blues Fest	
Fundraising		Set annual Fundraising Goals	Identify new sources of revenue			
Activity Areas	July	August	September	October	November	December
Organizational	SS/Farmers Market	SS/Farmers Market	Prepare for Vic/Van Auction	Consolidate Year's Activities	Plan for Holiday Show	Year End Reporting
New Art Centre	Maintenance	Maintenance	Landscaping	Landscaping	Grant applications	Grant Applications
Grants/Sponsors			BCAC Operations Grant	Canada Council for the Arts Operat.		
Programming	Exhibitions/Performance	Exhibitions/Performance	Exhibitions/Performance	Exhibitions/Performance	Exhibitions/Performance	December Art/Craft Show
Workshops	Workshops	Workshops	Workshops	Workshops	Workshops	
Special Events			Studio Tour			Salish Season Event
Community Partnering		Assist Hornby Festival	Assist No Horses Jazz Festival			Planning for HIES Youth Grant
Fundraising	Island Fundraiser	Donations/Raffle Focus		Vancouver Fundraiser		

Hornby Island Arts Council Organizational Cash Flow-2021

Revenue	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
Earned Revenue													
Events/Ticket Sales			8,500			2,000	500	500	3,000			1,000	15,500
Workshops		300	300	300	300	300	500	500	300	300	300		3,400
Sales	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Bar and concession							150	150					300
Merchandise							150	150					300
Room Rentals				300	300	300	300	300	300	300		300	2,400
Artists Cafe	50	50	50	50	50	50	50	50	50	50	50	50	600
Private													
Memberships		1,500	500	500	500	500	500	500	500				5,000
Donations		400	400	400	400	400	400	450	400	400	400		4,050
Sponsorships	1,000	1,000				1,000			1,000				4,000
Fundraising						5,000			3,000				8,000
Public													
BC Arts Council			10,000			3,000				4,000			17,000
Canada Council for the Arts					5,000								5,000
Service CA/summer student						7,000							7,000
BC Gaming				6,000									6,000
Comox Valley Regional Dist.	30,000												30,000
Local/ Municipal		2,000											2,000
Foundations													
Vancouver Foundation		1,100				1,100			1,100			1,100	4,400
Community Fund								1,000					1,000
Interest	50												50
Total Cash Revenues	31,600	6,850	20,250	8,050	7,050	21,150	3,050	4,100	10,150	5,550	1,250	2,950	122,000
In Kind Services Design/Build					500	500	500	500	500				2,500
In Kind Services AD/Curatorial	1,000	2,000	1,000	1,000	1,000	2,000	3,000	3,000	2,000	1,000	1,000	2,000	20,000
Total In Kind Revenues	1,000	2,000	1,000	1,000	1,500	2,500	3,500	3,500	2,500	1,000	1,000	2,000	22,500
Total Annual Revenue	32,600	8,850	21,250	9,050	8,550	23,650	6,550	7,600	12,650	6,550	2,250	4,950	144,500

[illegible]

Summer Students					2,000	2,000	2,000	2,000					8,000
SubTotal	5,650	6,650	5,650	5,650	7,650	7,650	8,650	7,650	5,650	5,650	5,650	5,650	77,800
General and Administration													
Tenancy Agreement	300												300
Hydro/Electrical	325	325	325	325	325	325	325	325	325	325	325	325	3,900
Telephone/Internet	125	125	125	125	125	125	125	125	125	125	125	125	1,500
Accounting		1,400											1,400
Supplies/Printing	200	200	300	300	300	300	300	300	200	200	200	200	3,000
Marketing & Communications		500		500		500	500	500	500			200	3,200
Public Relations	250											250	500
Board Development	250									250			500
Licenses & Fees (SOCAN)	100												100
Sales Costs	100	100	100	100	100	100	300	300				100	1,300
Bar and Concession							100	100					200
Merchandise							100	100					200
Insurance		2,000											2,000
Fundraising Costs						1,000	1,000						2,000
Travel & Outreach			400						200				600
Postage	100		100									100	300
Amortization of Equipment	1,000												1,000
Contingencies		500											500
Sub Total	2,750	5,150	1,350	1,350	850	2,350	2,750	1,750	1,350	650	900	1,300	22,500
Program Expenses													
Workshop/Program Costs	200	200	3,000	200	500	200	200	200	200	200	200	200	5,500
Artists Fees/Honorariums	200	200	9,000	500	200	400	1,500	1,500	1,500	600	200	400	16,200
Sub Total	400	400	12,000	700	700	600	1,700	1,700	1,700	800	400	600	21,700
Total Cash Expenses	8,800	12,200	19,000	7,700	9,200	10,600	13,100	11,100	8,700	7,100	6,950	7,550	122,000
In Kind Services Design/Build					500	500	500	500	500				2,500
In Kind Services AD/Curatorial	1,000	2,000	1,000	1,000	1,000	2,000	3,000	3,000	2,000	1,000	1,000	2,000	20,000
Total In Kind Expenses	1,000	2,000	1,000	1,000	1,500	2,500	3,500	3,500	2,500	1,000	1,000	2,000	22,500
Total Annual Expenses	9,800	14,200	20,000	8,700	10,700	13,100	16,600	14,600	11,200	8,100	7,950	9,550	144,500

Budget Notes 2021

Activities and fundraising as previous year with addition of fundraising chair.

Executive Director 26 hrs/week @ \$25.00/hr

Office Manager 13hrs/week @ \$20.00/hr

Exhibitions Curator Contract \$550/month

Bookkeeper 7.5hrs/week @ \$20/hr

Maintenance Contract \$450/month

Fundraising Chair (Contracted)

Amortization of equipment based on annual 20% of capitalized assets

Hornby Island Arts Council Activity Flow Chart-2022						
Activity Areas	January	February	March	April	May	June
Organizational	Annual Board Planning Session	Film Fest planning	Exhibitions/Performance Brochure	Workshops Guide	AGM	Summer students
	Feb Social planning	Prep Studio Guide	Studio Guide	Operations Funding apps		
New Art Centre	Crown Land Use/FN Planning	Regular Maintenance	Regular Maintenance	Prep for Peak Season	Prep for Peak Season	Crown Land Develop
Grants/Sponsors	Community Sponsors Outreach	BCAC Festival Grant	Program Funding Sponsors	Program Funding Sponsors	Community Fund	
	Community Partners Outreach		BC Gaming Application	CVRD Grant in Aid	Partners Support Recog	
	Summer Student Federal Applications					
	BCAC Youth Grant					
Programming	Exhibitions/Performance	Exhibitions/Performance	Exhibitions/Performance	Exhibitions/Performance	Exhibitions/Performance	National AB Month Pgs
Workshops	Workshops	Workshops	Workshops	Workshops	Workshops	Workshops
Special Events		February Arts Social	Herringfest Art Show			Garden/Art Tour
			Film Festival			
Community Partnering			Assist Hornby Conservancy Event			
Fundraising		Set annual Fundraising Goals	Work with Committee	Work with Committee		
Activity Areas	July	August	September	October	November	December
Organizational	SS/Farmers Market	SS/Farmers Market	Prepare for Vic/Van Auction	Consolidate Year's Activities	Plan for Holiday Show	Year End Reporting
New Art Centre	Maintenance	Maintenance	Crown Land Dev	Crown Land Dev	Grant applications	Grant Applications
Grants/Sponsors	FN partnership funding	FN Partnership Funding	BCAC Operations Grant	Canada Council for the Arts Operat.		
Programming	Exhibitions/Performance	Exhibitions/Performance	Exhibitions/Performance	Exhibitions/Performance	Exhibitions/Performance	December Art/Craft Show
Workshops	Workshops	Workshops	Workshops	Workshops	Workshops	
Special Events		Studio Tour				Salish Season Event
Community Partnering		Assist Hornby Festival	Assist No Horses Festival			Planning for HIES Youth Grant
Fundraising	Island Fundraiser			Vancouver Fundraiser		

Hornby Island Arts Council Operations Cash Flow-2022

Revenue	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
Earned Revenue													
Events/Ticket Sales			8,500			2,000	1,000	1,000	3,000			1,000	16,500
Workshops		300	300	300	300	300	500	500	300	300	300	300	3,700
Sales	600	600	600	600	600	600	600	600	600	600	600	600	7,200
Bar and concession							200	200					400
Merchandise							200	200					400
Room Rentals	300	300	300	300	300	300	300	300	300	300	300	300	3,600
Artists Cafe	50	50	50	50	50	50	50	50	50	50	50	50	600
Private													
Memberships		2,000	500	500	500	500	500	550	500	500			6,050
Donations		500	500	500	500	500	1,000	1,000	500	500			5,500
Sponsorships	1,000	1,000				1,000			1,000				4,000
Fundraising						5,000			5,000				10,000
Public													
BC Arts Council			14,000			3,000		4,000					21,000
Canada Council for the Arts					7,000								7,000
Service CA/summer student						7,000							7,000
BC Gaming				7,000									7,000
Comox Valley Regional Dist.	30,000												30,000
Local/ Municipal		2,000											2,000
Foundations													
Vancouver Foundation		1,100				1,100			1,100			1,100	4,400
Community Fund								1,000					1,000
Interest	50												50
Total Cash Revenues	32,000	7,850	24,750	9,250	9,250	21,350	4,350	9,400	12,350	2,250	1,250	3,350	137,400
In Kind Services Design/Build					500	500	500	500	500				2,500
In Kind Services AD/Curatorial	1,000	2,000	1,000	1,000	1,000	2,000	3,000	3,000	2,000	1,000	1,000	2,000	20,000
Total In Kind Revenues	1,000	2,000	1,000	1,000	1,500	2,500	3,500	3,500	2,500	1,000	1,000	2,000	22,500
Total Annual Revenue	33,000	9,850	25,750	10,250	10,750	23,850	7,850	12,900	14,850	3,250	2,250	5,350	159,900
Expenses 2022	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
Personnel													
Executive Director	3,400	3,400	3,400	3,400	3,400	3,400	3,400	3,400	3,400	3,400	3,400	3,400	40,800
Administrator	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	18,000
Bookkeeper	700	700	700	700	700	700	700	700	700	700	700	700	8,400
Exhibitions Curator	800	800	800	800	800	800	800	800	800	800	800	800	9,600
Volunteer Costs		500					1,000					500	2,000
Maintenance Contracts	450	450	450	450	450	450	450	450	450	450	450	450	5,400
Summer Students					2,000	2,000	2,000	2,000					8,000

SubTotal	6,850	7,350	6,850	6,850	8,850	8,850	9,850	8,850	6,850	6,850	6,850	7,350	92,200
General and Administration													
Tenancy Agreement	300												300
Hydro/Electrical	350	350	350	350	350	350	350	350	350	350	350	350	4,200
Telephone/Internet	125	125	125	125	125	125	125	125	125	125	125	125	1,500
Accounting		1,400											1,400
Supplies/Printing	200	200	300	300	300	300	300	300	200	200	200	200	3,000
Marketing & Communications		1,000		500		100	100	100	500			200	2,500
Public Relations	400											400	800
Board Development	250										250		500
Licences & Fees (SOCAN)	200												200
Sales Costs	100	100	500	500	100	100	100	100	100	100	100	100	2,000
Bar and Concession							150	150					300
Merchandise							150	150					300
Insurance		2,000											2,000
Fundraising Costs						1,000	1,000						2,000
Travel & Outreach			400						200	400			1,000
Postage	100		100									100	300
Amortization of Equipment	1,000												1,000
Contingencies		200											200
Sub Total	3,025	5,375	1,775	1,775	875	1,975	2,275	1,275	1,475	1,175	1,025	1,475	23,500
Program Expenses													
Workshop/Program Costs	200	200	3,000	200	500	200	200	200	200	200	200	200	5,500
Artists Fees/Honorariums	200	200	9,000	500	200	400	1,500	1,500	1,500	600	200	400	16,200
Sub Total	400	400	12,000	700	700	600	1,700	1,700	1,700	800	400	600	21,700
Total Cash Expenses	10,275	13,125	20,625	9,325	10,425	11,425	13,825	11,825	10,025	8,825	8,275	9,425	137,400
In Kind Services Design/Build					500	500	500	500	500				2,500
In Kind Services AD/Curatorial	1,000	2,000	1,000	1,000	1,000	2,000	3,000	3,000	2,000	1,000	1,000	2,000	20,000
Total In Kind Expenses	1,000	2,000	1,000	1,000	1,500	2,500	3,500	3,500	2,500	1,000	1,000	2,000	22,500
Total Annual Expenses	11,275	15,125	21,625	10,325	11,925	13,925	17,325	15,325	12,525	9,825	9,275	11,425	159,900

Budget Notes 2022

Activities as the previous year. Focus on stabilizing delivery and operations.

Executive Director 26 hrs/week @ \$30.00/hr
Administrator 18hrs/week @ \$20.00
Curator Contract \$800/month
Bookkeeper 8hrs/week @ \$20/hr
Maintenance Contract \$450/month
Fundraising Chair (Contracted)

Amortization of equipment based on annual 20% of capitalized assets

Hornby Island Arts Council Activity Flow Chart-2023						
Activity Areas	January	February	March	April	May	June
Organizational	Annual Board Planning Session	Film Fest planning	Exhibitions/Performance Brochure	Workshops Guide	AGM	Summer students
	Feb Social planning	Prep Studio Guide	Studio Guide	Operations Funding apps		
	Cultural Tourism Strategy					
New Art Centre	Crown Land Use/FN Planning	FN Partnership Building	NAC cultural trails apps	Prep for Peak Season	Prep for Peak Season	Crown Land Develop
			Heritage Canada funding app			
Grants/Sponsors	Community Sponsors Outreach	BCAC Festival Grant	Program Funding Sponsors	Program Funding Sponsors	Community Fund	
	Community Partners Outreach		BC Gaming Application	CVRD Grant in Aid	Partners Support Recog	
	Summer Student Federal Applications					
	BCAC Youth Grant					
Programming	Exhibitions/Performance	Exhibitions/Performance	Exhibitions/Performance	Exhibitions/Performance	Exhibitions/Performance	National AB Month Pgs
Workshops	Workshops	Workshops	Workshops	Workshops	Workshops	Workshops
Special Events		February Arts Social	Herringfest Art Show			Garden/Art Tour
			Film Festival			
Community Partnering			Assist Hornby Conservancy Event			
Fundraising	Program/Art Centre fundraising	Set annual Fundraising Goals	Work with Committee	Work with Committee	Work with Committee	Work with Committee
Activity Areas	July	August	September	October	November	December
Organizational	SS/Farmers Market	SS/Farmers Market	Prepare for Vic/Van Auction	Consolidate Year's Activities	Plan for Holiday Show	Year End Reporting
New Art Centre	Maintenance	Maintenance	Crown Land Dev	Crown Land Dev	Grant applications	Grant Applications
Grants/Sponsors	FN partnership funding	FN Partnership Funding	BCAC Operations Grant	Canada Council for the Arts Operat.		
Programming	Exhibitions/Performance	Exhibitions/Performance	Exhibitions/Performance	Exhibitions/Performance	Exhibitions/Performance	December Art/Craft Show
Workshops	Workshops	Workshops	Workshops	Workshops	Workshops	
Special Events		Studio Tour				Salish Season Event
Community Partnering		Assist Hornby Festival	Assist No Horses Festival			Planning for HIES Youth Grant
Fundraising	Island Fundraiser	Work with Committee	Work with Committee	Vancouver Fundraiser	WrapUps	

Hornby Island Arts Council Operations Cash Flow-2023

Revenue	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
Earned Revenue													
Events/Ticket Sales			8,500			2,450	2,450	1,000	5,000			1,000	20,400
Workshops	300	300	300	300	500	500	1,000	1,000	500	300	300	300	5,600
Sales	600	600	600	600	600	600	600	600	600	600	600	600	7,200
Bar and concession							250	250					500
Merchandise							250	250					500
Room Rentals	300	300	300	300	300	300	300	300	300	300	300	300	3,600
Artists Cafe	50	50	50	50	50	50	50	50	50	50	50	50	600
Private													
Memberships		2,000	500	500	500	600	600	600	500	500			6,300
Donations		500	500	500	500	1,000	1,000	1,000	500	500	500	500	7,000
Sponsorships	1,000	1,000	1,000	1,000		1,000		1,000				1,000	7,000
Fundraising			5,000			5,000			5,000				15,000
Public													
BC Arts Council			14,000			3,000		4,000					21,000
Canada Council for the Arts					7,000		4,000						11,000
Service CA/summer student						7,000							7,000
BC Gaming				8,000									8,000
Comox Valley Regional Dist.	30,000												30,000
Local/ Municipal		2,000											2,000
Foundations													
Vancouver Foundation		1,100				1,100			1,100			1,100	4,400
Community Fund								1,000					1,000
Interest	72												72
Total Revenues	32,322	7,850	30,750	11,250	9,450	22,600	10,500	11,050	13,550	2,250	1,750	4,850	158,172
In Kind Services Design/Build	5,000	5,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	5,000	5,000	5,000	39,000
In Kind Services AD/Curatorial	1,000	2,000	1,000	1,000	1,000	2,000	3,000	3,000	2,000	1,000	1,000	2,000	20,000
Total Value of In Kind	6,000	7,000	3,000	3,000	3,000	4,000	5,000	5,000	4,000	6,000	6,000	7,000	59,000
Total Annual Revenue	38,322	14,850	33,750	14,250	12,450	26,600	15,500	16,050	17,550	8,250	7,750	11,850	217,172

Expenses 2023	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
Personnel													
Executive Director	3,640	3,640	3,640	3,640	3,640	3,640	3,640	3,640	3,640	3,640	3,640	3,640	43,680
Administrator	1,716	1,716	1,716	1,716	1,716	1,716	1,716	1,716	1,716	1,716	1,716	1,716	20,592
Bookkeeper	800	800	800	800	800	800	800	800	800	800	800	800	9,600
Exhibitions Curator	900	900	900	900	900	900	900	900	900	900	900	900	10,800
Volunteer Costs		500		500			1,000					500	2,500
Maintenance Contracts	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Summer Students					2,000	2,000	2,000	2,000					8,000

SubTotal	7,556	8,056	7,556	8,056	9,556	9,556	10,556	9,556	7,556	7,556	7,556	8,056	101,172
General and Administration													
Tenancy Agreement	300												300
Hydro/Electrical	350	350	350	350	350	350	350	350	350	350	350	350	4,200
Telephone/Internet	125	125	125	125	125	125	125	125	125	125	125	125	1,500
Accounting		1,500											1,500
Supplies/Printing	200	200	300	300	300	300	300	300	200	200	200	200	3,000
Marketing & Communications		2,000			500								2,500
Public Relations		500								500			1,000
Board Development	300									500			800
Licences & Fees (SOCAN)	200												200
Sales Costs	100	100	500	500	100	100	100	100	100	100	100	100	2,000
Bar and Concession							200	200					400
Merchandise							200	200					400
Insurance		2,000											2,000
Fundraising Costs						1,000	1,000						2,000
Travel & Outreach			200		400				400				1,000
Postage	100		100								100		300
Amortization of Equipment	1,000												1,000
Contingencies		900											900
Sub Total	2,675	7,675	1,575	1,275	1,775	1,875	2,275	1,275	1,175	1,775	875	775	25,000
Program Expenses													
Workshop/Program Costs	400	400	2,000	400	500	400	400	400	400	400	400	500	6,600
Artists Fees/Honorariums	400	400	8,000	2,000	1,000	1,600	3,000	3,000	2,500	1,000	1,000	1,500	25,400
Sub Total	800	800	10,000	2,400	1,500	2,000	3,400	3,400	2,900	1,400	1,400	2,000	32,000
Total Cash Expenses	11,031	16,531	19,131	11,731	12,831	13,431	16,231	14,231	11,631	10,731	9,831	10,831	158,172
In Kind Services Design/Build	5,000	5,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	5,000	5,000	5,000	39,000
In Kind Services AD/Curatorial	1,000	2,000	1,000	1,000	1,000	2,000	3,000	3,000	2,000	1,000	1,000	2,000	20,000
Total In Kind Expenses	6,000	7,000	3,000	3,000	3,000	4,000	5,000	5,000	4,000	6,000	6,000	7,000	59,000
Total Annual Expenses	17,031	23,531	22,131	14,731	15,831	17,431	21,231	19,231	15,631	16,731	15,831	17,831	217,172

Budget Notes 2023

Activities as previous year, though enhanced, and a special event in June in partnership with K'omoks First Nation celebrating National Aboriginal Month.

Executive Director 28 hrs/week @ \$30.00/hr

Bookkeeper 8hrs/week @ \$22/hr

Exhibitions Curator \$900 honorarium/per month

Administrator 18/hrs week @ \$22/hr

Maintenance Contract \$500/month

Fundraising Chair (Contracted)

Amortization of equipment based on annual 20% of capitalized assets

Hornby Island Arts Centre Project Plan

Initial planning work and consultation:

In 2010, HIAC retained a 10-year License of Occupation (LO) for Crown Land in order to construct a new Arts Centre. At this time HIAC began fundraising in earnest to build up enough capital to seek partner-funding. Having raised \$110,000, in 2017 HIAC retained Stage I approval from Islands Coastal Economic Trust (ICET) to support the project with \$175,000. The Hornby Island Community Economic Enhancement Corporation (HICEEC) agreed to contribute \$25,000 in funding as support of its strategy to support the arts sector, arising from its Economic Action Plan project in 2015. [See commitment letter from HICEEC]

In order to secure this seed funding in 2017, HIAC needed a 30-year lease site or an alternative private site. Building on the HIAC lease option would require: a) an approval process to move from a 10-year LO to a 30-year Nominal Rent Tenure involving up to two years, b) potentially losing the interest of funders in this time frame, and c) \$200,000 or more in development costs including road access, parking, electrical hook-up, a well, and a septic system, all with a significant environmental impact and duplication of nearby services. Once it was deemed that “going it alone” on HIAC Crown land was infeasible, HIAC considered alternative siting locations that could be accessed provided community approval.

In 2018, HIAC secured a reasonable deadline extension from ICET and conducted very thorough community consultation. The process began with consultations with HIAC’s current landlord, the Hornby Island Residents and Ratepayers Association (HIRRA). The HIRRA Executive and assembly approved HIAC’s investigating locating the new Arts Centre on both private HIRRA-owned land, and HIRRA Crown Land, where HIAC is presently located. In the process of investigation, HIAC retained Blue Sky Design and Morse Design, three local, pro-bono, and very experienced experts to help design the architecture. Goya Ngan, a landscape architect, and Innes Hood, a building engineer, were also retained pro-bono.

At the conclusion of its investigation, HIAC presented to the HIRRA Executive and Assembly several possible siting scenarios, and after two well-attended community gatherings, HIAC retained 96% approval for the current proposed siting for the Arts Centre. Wonderfully, this site makes use of existing parking, water, septic, and electricity with minimal environmental impact. The collaborative consultation with the community allowed greater community participation and subsequently further enhanced community support and ‘buy in’ for the proposal.

At the same time, this fall HIAC raised \$72,000 (netting \$50,000) in funds for the project through an auction of Hornby artist's work, building on the \$15,000 it raised the previous year.

Following these successes, HIAC canvassed the community for design input including soliciting the community's priorities for the new Arts Centre. This was done by revisiting previous designs, reviewing previous surveys, meeting with all of Hornby's cultural/arts non-profits, conducting a new and thorough online survey, holding focus groups, holding meetings with countless individuals, all to develop the qualities we see in the present proposal. In particular, our design team consulted with experienced local builders and with professional artists in established careers.

What the project works include:

The product of our consultation process includes a design that responds to community cultural and economic desires, and essential institutional capacity needs:

- A structure with destination architecture that is special and clearly for the arts;
- A primary large exhibition space that can be broken up into smaller spaces for simultaneous shows (including the Mezzanine);
- A secondary meeting and workshop room (the ¼ circle space in drawing 2.1);
- Capacity for earned revenue;
- The ability to support all the arts (visual, performing, digital);
- The principles of universal design (elevator, washrooms, parking, etc.), office needs, and mechanical needs;
- Structural integrity to withstand an earthquake and operate as an emergency assembly point;
- A clear path for future growth and expansion including landscaping, collaboration with First Nations, a sculpture walk, artist studios, and storage for a permanent collection.

Using the topography of the land, a typical visitor from the ferry will note roadside parking and the Arts Centre prominently up hill on their left. Like the Guggenheim in LA, one can enjoy strolling a short path up to gardens in front of the long face of the building and finding the entrance. Alternately, for a more accessible path, visitors may drive up to a closer and level parking location above our Community Market. [See drawing 1.1.]

The sizing of the building will accommodate both winter events primarily for locals, guests and destination gatherings, and also summer events which will see much heavier usage, with capacity for over 200 people. Visitors will be able to look into

strategically placed windows to see works when the space may be closed during off hours.

Authorizations Required:

HIAC and HIRRA have permission from the Crown to establish permission to build the Arts Centre on HIRRA Crown Land. Additionally, HIAC has continued to update Islands Trust on its progress and will be applying for a variance, siting and use permit, and a development permit in July. We have been assured this can be accomplished before September 2019 in order to allow construction to proceed. The Crown will also need to issue a permit for tree removal. Vancouver Island Health Authority will need to approve the project before final opening. HIAC ultimately retained a 30-year NRT Lease this March for its own Crown Land.

Project Team and Communications:

The project will have oversight from a volunteer construction management committee including members of the current design team, HIAC board of directors, and our Executive Director, who will communicate with a hired professional project manager as well as the hired contractor on a weekly basis. Our design team consists of: Michael McNamara, a celebrated Hornby Island builder with years of experience with community-driven island projects; Lewis and Susanna Morse of Morse Design, an interdisciplinary design team based in Vancouver with a residence on Hornby; Goya Ngan, a landscape architect born on Hornby with a special interest in sustainable gardens; and Innes Hood, a building envelope engineer and sustainability consultant. Island resident, Tor Nawrot, who was the project manager for our recently built new fire hall—an industry standard 2.3-million-dollar project—has advised our staff, design team, and board as to how to select a project manager, cost the design through a building consultant, and generally how to proceed with the project. Alan Fletcher from AFC Construction, President of the BC Construction Association, is also an islander and has been advising with the project. AFC has been following the project and supplying quotes for some time. They handle as many as 60 major projects every year in our region and are a respected resource in this project. Because travel expenses and per diems add up for any manager, contractor, or labourer who does not live on Hornby, there are only a handful of likely affordable project managers and contractors who the board may be able to consider for these two key positions. It's important that these individuals are able to work well with the design team and board. Potential contractors and a project manager will be selected from a pool of industry-certified builders who live on island.

Why the project is being considered:

While arts and culture are reported as the #1 employment sector on our island, there is no dedicated space for the arts on an island where there are over 50 artist studios and over 60 full-time professional artists earning their living in the arts. Correspondingly, we have no centralized cultural space for locals, guests, and visitors alike to come together to enjoy this wealth of talent.

Currently there is no space that is adequately lighted, fitted with professional sound or projection capacity, has sufficient wall space, and is not in constant use for other purposes. There is no secure lockable purpose built space for the arts. The small local shop that carried small works and arts supplies recently closed, and artists literally only show their works in our local Co-op general store, at the outdoor Farmer's Market, or in their private studios. Artists can show at our local Hall which has inadequate lighting, no staffing, and 8 foot walls at best for up to 4 days in duration (1 of which is spent putting up and taking down work), often being asked to share their installations with other simultaneous users for the Hall (food, exercise classes, film screenings).

For a professional arts community, this is entirely unacceptable. This problem directly explains the ample funds we have raised through auctioning local works. Artists are giving away their work and islanders are buying it at top dollar to help. We have some of BC and Canada's significant names in the arts, and yet, we have no public facility in which to facilitate their contributions to society. Indeed, these artists are not even able to see each other's works outside of the confines of their relatively small studios, and thus, they lack opportunities to collaborate, constructively criticize, and push each other forward.

Our Economic Action Plan has identified this Arts Centre as a top priority because we islanders wish to invest in the arts. We are educated in the return on investment that the arts offer, and we want to see our heritage in the arts cultivated. We know the kind of tourism we want to develop and the kind of tourism that this Centre will help cultivate: a respectful and caring audience who value our island as we do. This project is responding to a well-established need and a proven field for investment for an artist colony like ours, and the outcome will be positive.

Capital and Lifecycle Expenditures and Cost Mitigation:

Hornby Island is bringing close to \$200,000 to the project. We will hold another auction this summer with an estimated minimum income of \$10,000 through the sale of Gordon Payne's personal works. We have confirmed the support of ICET of \$175,000. We are applying for Hornby Island CVRD Gas Tax Funding presently, of which we are eligible, for \$175,000. We also have an application in process with the province for significant funding. Further, we have a well-credentialed pro-bono

design team who have committed to work on all aspects of the project. Their investment represents in-kind support of a minimum of 10% of the value of the project and produced the design and siting plan included.

We are now in a position to retain a 50%+ funder to help us reach AFC's construction cost estimate. AFC is owned by Alan Fletcher, who lives on Hornby Island and is the President of BC Construction Association. AFC is currently engaged in building Hornby Island's new school across from the proposed Arts Centre site, and they oversee over 60 significant projects a year on Vancouver Island. Mr. Fletcher has personally walked our site and contributed to our proposal, estimate and design, and we are very confident in his review. AFC is known for providing dependable (and high) estimates.

We are confident that the cash-in-hand that we bring to the project will address cash-flow needs. However, we have been in conversation with Union Bay Credit Union, our local credit union and neighbour, and they have expressed their willingness to help us with any short-term financing gaps. Additionally, we have consulted with all likely project managers on the island who include individuals who have overseen projects such as the construction of our new Fire Hall, and we have also consulted with likely contractors who would tender bids alongside AFC.

Regarding potential shortcomings in capital needs: we plan to continue to fundraise as we have demonstrated strong capacity on this front, we will continue to apply to a variety of capital grant opportunities (Rural Dividend Fund, Canadian Heritage, BC Gaming, and others), and we will continue to work with our regional district to secure municipal financial support as we are presently pursuing (dollars that leave Hornby Island for cultural infrastructure and programming that take place where islanders cannot access it). We feel secure in that once the structure is built and our programming is in place, Islanders will find the space indispensable, and if need be, they will support a new property tax line item for maintaining the building and building a reserve fund for long-term sustainability. Our site is in a highly visible location: our community will care for the structure.

As the space will operate as an emergency assembly point, we are also exploring funding options to help support this aim. Similarly, there is funding specifically available to help make public works such as our accessible, and we will be pursuing these grants.

Additionally, the structure has been designed to be built in phases if need be. We can reduce the costs of the building significantly by eliminating a) the second floor and elevator and b) the secondary meeting room (1/4 circle) and still accomplish the

essential needs and desires for the space with the primary structure. We can also modify some of the glass elements of the design that may be more costly.

Annual Operating Costs:

The Hornby Island Arts Council in its present structure has been in existence for 20 years, having spent the last 10 in an Atco trailer. We have maintained operations funding, including maintenance, through our endowment fund with the Vancouver Foundation, and through a diverse range of operational grant funding from BC Community Gaming, the Comox Valley Regional District, Hornby Island Community Economic Enhancement Corporation, the Hornby Island Community Fund, the Carmichael Fund, Union Bay Credit Union Community Connect funding, the RBC Foundation, the Hornby Island Co-op, several local businesses, and the British Columbia Arts Council. Operational funding is also sustained through membership fees, artists donations, and regular private donations and fundraising events. With our new facility, we anticipate offering much stronger candidacy to the Canada Council for the Arts for operations funding and from the public. We are fortunate to be located on Crown Land where our rental fee is nominal and will remain so.

Through the use of strong marketing and management skills, HIAC has seen its operation budget increase significantly over recent years, and there is a very positive outlook both for short-term and long-term maintenance and operation plans. With the addition of the new Arts Centre, HIAC expects increased yearly attendance to have a dramatically positive effect on operational maintenance over the long-term. Similarly, our improved programming as a result of the new building will see HIAC retaining larger streams of funding that are weighted to reward performance from key funders like the Canada Council for the Arts and the BC Arts Council.

Additionally, when the pressure to fundraise for the Arts Centre has been relieved, there will be room to develop two new funds: an operating reserve fund, and a capital reserve fund. These will hold moneys that can only be drawn upon by a motion of the Board, and to be used, respectively, for unforeseen operating challenges and opportunities, and for long-term purchases or replacement of infrastructure. They will be funded where at fiscal year-end, revenues exceed the budgeted expenses.

Emerging Technologies:

Hornby has already seen a number of e-commuters move to the island or retire early. With fibre-optics and improved wireless coverage, the way people find out about and engage with our island is changing. It has never been easier to reach people as an organization in terms of communications and marketing. We are seeing

our local marketing costs actually shrink, allowing us to invest in greater reach farther off-island.

It was interesting to note the importance that our survey respondents placed onto the capacity for this new space to serve digital media needs. As a result, we have already fleshed out in the design a host of questions about where films could be screened both inside and outside of the building, how we will address acoustic concerns, and how our space will also offer capacity for a digital arts lab.

As a destination location, digital audio and video technologies will also facilitate multi-point meetings, enabling a stream of previously unavailable revenues.

Environmental Considerations:

Hornby Islanders have great concern for their environment. Within the Economic Action Plan, a growing economy and environmental conservation formed the trio of top priorities with support for the arts.

Combined with attention to technological opportunities, our roof, with its orientation, can accommodate many solar panels. Our Recycling Depot was able to half their electrical needs with their new panels, and they were able to do this through a grant that covered all of their expenses. We are hopeful that we will also be able to consider this kind of support, significantly reducing the energy needs of the building. Additionally, the roof will catch rainwater and store it for gardens and grey water use: water conservation is a major concern for our island where in summer months the island experiences little rainfall. Climate change forecasting indicates that winters will become wetter and summers drier.

The siting of our building is one that minimizes the number of trees that need to come down while maximizing available capacity facilities: the nearby septic, well, and electrical pole. The parking area is already largely cleared and is in informal use at the present moment.

Our design team has carefully considered using building methods, materials, and principles that will minimize environmental impact and keep maintenance costs low. Everything from lighting to insulation, and most importantly, heating, has been carefully pored over. We have an efficient design that also honours the arts with creativity and panache.

Finally, the building will be built to withstand forest fire and the weather extremes with best practices such as rainscreening.

Societal Impacts:

Frankly, much of our community is desperate for this space. Our included photos demonstrate this. We need this space particularly in the winter when the weather forces people inside. We need an open public space like this to gather, enjoy, and encounter one another. We will see knitters, infants, school kids, locals and tourists alike making constant use of the space. Such a space will encourage artists to continue to maintain Hornby's reputation for the arts by attracting newcomers, artists in residence, and more.

It is true that the space will offer minor competition with our Community Hall. However, the Community Hall is also a well-used public asset and is reaching the end of its life. Any number of unfortunate events could see the erasure of the Community Hall, and the Arts Centre would become the de-facto Community Hall until a replacement was built.

For local businesses, the Arts Centre will only be a magnet in attracting the kind of visitors who are interested in close engagement with our culture. The Arts Centre's programming and structure will enhance year-round interest and help balance out an otherwise strong summer economy. Hornby Island's own Economic Action Plan documents our community's desire to see improved off-season business, and the Arts Centre will unquestionably help. We have over 50 artist studios on the island, and again, these entrepreneurs will each benefit not only from access to our space, but from the people who come to the island to experience the arts, meet artists in their studios, and bring works home with them, all year long.

HIAC Arts Centre Risk Management – 2019-2023

Project Risks	Risk Rating	Mitigation Strategies
1. Failure to secure Canadian Heritage support or only partial support; failure to secure Community Works Funds.	MEDIUM	<p>PLAN A: Retain extension to January 2020 from ICET to wait for Provincial support based on current ICIP application in process, and October 2019 BC Gaming Capital Projects funding decision, and retain Gas-Tax Community Works funding from CVRD—*in progress now*.</p> <p>PLAN B: Move ahead with a phased building approach—*see \$230,000 that can be cut from the full proposal on first page of AFC Construction estimate.</p>
2. Failure to secure permitting in time.	LOW	<p>PLAN A: Utilize political support as promised from MLA and MP, as well as local and regional support.</p> <p>PLAN B: Request extension from funders while moving on all possible expenses that can be managed up front.</p>
3. Failure to obtain qualified contractor within budgeted construction bids.	VERY LOW	<p>PLAN A: Cost cutting exercises.</p> <p>PLAN B: Re-design.</p>
4. Conflicts between arts programming and building progress.	LOW	<p>PLAN A: Manage programming and building priorities with strategic hires and adaptation to programming based elsewhere.</p>
5. Project costs overruns.	MEDIUM	<p>PLAN A: Ensure that the builder's contract has a hard-contingency cap and stage the building in section-milestones.</p> <p>PLAN B: Improve local fundraising if extra unforeseen costs cannot be clearly attributed to budgeting, planning, or building errors.</p> <p>PLAN C: Look at temporary tax-line support, CVRD funding options.</p>
6. Problems with project financing / cash flows.	LOW	<p>PLAN A: Secure short-term building loan and bridge funding from UBCU—*see letter of support</p> <p>PLAN B: Find private support to assure cash-flow.</p>
7. Sustainability – failure to maintain appropriate funding for maintenance and upkeep over next 20+ years.	LOW	<p>PLAN A: Secure supportive revenue streams such as office sharing, Visitor Centre-related funding streams, commercial arts supply shop, and direct CVRD funding.</p> <p>PLAN B: Create a “Building Sustainability Fund” and seek support from local patrons to enhance our endowment funding.</p>

HIAC Arts Centre Implementation Plan — 2019-2020

Project Task	Feb 2019	Mar 2019	April 2019	May 2019	June 2019	July 2019	Aug 2019	Sept 2019	Oct 2019	Nov 2019—April 2020	May 2020	June 2020
Confirm Funding – Stage II ICET.												
Secure funding (Can Heritage, Com Works Funds).												
Final Designs, Site Plan, Engineering Report, Permitting.												
Construction Contract: Negotiations and Awarding.												
Construction begins: Site preparation, servicing & road.												
Construction – Arts Centre building begins.												
Construction – septic servicing.												
Certification, Commissioning ...and opening!												

*see AFC Estimate for a more detailed presentation