



# Arts Council Wood Buffalo

Liana Wheeldon, Executive Director  
Dave Boutilier, Board Chair & Director - Theatre

November 28, 2019

# Organization Mandate

**MANDATE:** To champion investment in the arts in our region and support our vision that the arts are valuable and integral to a remarkable quality of life.

## **ACWB STRATEGIC PRIORITIES:**

- The arts community is connected and has the resources needed to thrive;
- The arts are recognized as essential in creating a balanced community;
- The Arts Council is an influential voice for the arts.



# Organization Mandate

**SERVING:** We serve the arts community, and community at large, in Wood Buffalo.

**2019 GOALS:** To continue expanding our Business of the Arts program to include discipline specific learning, engaging youth as well as adults; To leverage existing, and create new, partnerships enabling more outreach to rural communities; To maintain our availability to meet the high demand for our consultative services; and operationalization of the Arts Recovery Strategic Plan.



# Organization Mandate

## FUNDED PROGRAMS INCLUDE:

- **Learning Programs** such as: Business of the Arts Workshop Series; Artistic Practice Development Series; Consultative Services
- **Profile Building:** Wood Buffalo Excellence in Arts Awards & Showcase; On-line Artist Directory; Arts Tours
- **Art Production Projects:** Suncor Student Art Awards / Kim Jenkins Student Art Scholarship; Arts Recovery Project
- **Community Collaborations:** ACWB works with a number of local community groups including: Alberta Culture Days; Social Sustainability Plan Stewardship Committee; 2018 Alberta Winter Games; Wood Buffalo Food Bank; Urban Market; and Fuse Social.



# Community Impact

Since incorporating in 2012, ACWB has followed a path of sustainable growth, consistently responding to increased demands for its services from the community. Part of that demand is because our services are not offered by any other organization in the community.

- ACWB membership has seen steady growth, and includes artists, non-profit organizations, and businesses.
- ACWB is often called upon by government and industry to represent our region's arts community.
- 48% of artists living in the region would now be defined as “professional” by the Canadian Artist Code directly resulting from the Business of the Arts workshop series, Master Classes, and individual consultations provided by Arts Council Wood Buffalo.



# Community Impact

“The Fort McMurray Airport Authority reached out to the Arts Council Wood Buffalo for guidance and assistance in creating our Arts & Culture Program Strategy which is a 5-year plan to incorporate arts and culture into the airport experience for the benefit of visitors and community members. The Arts Council’s guidance was valuable in assisting the Authority in creating a plan that is achievable, sustainable and supportive of the community as a whole. Beyond the assistance with the development of the strategy, the Authority frequently reaches out to the Arts Council for advice on the implementation of our Arts & Culture Program to ensure we are strengthening and supporting the arts community with each stage of our strategy. The Fort McMurray Airport Authority gladly recommends the Arts Council Wood Buffalo to any organization looking for insight into the local arts community.”

**Joanne Meredith**, Manager of Marketing, Communications & Experience  
Fort McMurray Airport Authority



# Community Impact

“The Arts Council Wood Buffalo (ACWB) has been an important partner to the Wood Buffalo Food Bank (WBFB), most importantly with the inception and continual partnership on our Empty Bowls Festival over the past three years. With this partnership we are able to create a sustainable fundraiser for the WBFB, which has helped spread awareness about food insecurity in the region, as well as bringing the Arts community together in unique way. As well, the ACWB helped the WBFB with their project to create a mural on the property by engaging local artists to beautify the space and showcase their talent, and also in creating book covers for our history projects also done by local artists. Our partnership with the ACWB has been beneficial in creating another link between the non-profit and art sectors in our region.”

**Anna Noble**

*Communications & Development Manager*

Wood Buffalo Food Bank Association



# Community Impact

“The Arts Council is incredibly valuable to the community, as well as being a personal and professional resource. Their mentorship and guidance has helped my growth as an artist in Fort McMurray. In the last 2 years I have gone from an enthusiast to full-time professional artist.

They have helped me build strategies and develop my art and I couldn't have done it without them. ”

**Liam Renner, Artist**



# 2019 Grant Request

2019 Grant Request	
Revenue	\$245,394
Expense	\$595,394
Subsidy Requested	\$350,000
Subsidy represents <b>58.8</b> % of total expenses.	

Previous Year's Financial Information	
Last Fiscal Year End Date	December 31, 2017
Total expenses from previous year	\$351,233
Unrestricted Net Assets	\$76,378



# Expense Summary

Cost Category	Total Expense	Funded by RMWB
Salary/Wages (3 full time, 1 part time)	\$301,626	\$280,000
Program Costs	\$240,083 <i>(Includes the Arts Recovery Coordinator and Project funded by the Canadian Red Cross)</i>	\$20,000
Overhead (utilities, insurance, etc.)	\$53,685	\$50,000
TOTAL	\$595,394	\$350,000



# Community Investment History

2019 Request	2018	2017
\$350,000	\$325,000	\$325,000

We are asking for a slight increase in funding for 2019 in order to meet the increasing demand for our programs and services from community partners, artists, and the municipality. We continue to seek alternate funding streams and fee for service projects to supplement this operating grant.



**Arts Council Wood Buffalo**  
2019 Sustaining Grant Analysis

**CIP Grant Summary:**

2016	2017	2018	2019 Request	2019 Recommended by CIP	Variance Recommended vs. Requested
325,000	325,000	325,000	350,000	350,000	-

Fiscal Year End	Total Expenses	Unrestricted Net Assets
December 31, 2017	351,233	76,378

**Notes:**

Recommended grant represents approximately 59% subsidy. This is a reduction from the 72% subsidy in 2018, as the Organization has broadened both its programming and revenue. The increase in the 2019 grant request is mainly in Payroll Expenses category.

Budget Line Description	2019 Budget Request	2019 Recommended
<b>Revenues</b>		
RMWB Sustaining Grant	350,000	350,000
Donations and Sponsorships	20,000	-
Other Grants/Partnerships	88,000	-
Sales, Fees, Memberships	4,500	-
Ticket Sales	4,500	-
Arts Recovery / Red Cross	128,244	-
Other Revenue	150	-
<b>Total Revenues</b>	<b>595,394</b>	<b>350,000</b>
<b>Expenses</b>		
Payroll Expenses	301,626	280,000
Administration Costs	53,685	50,000
Costs of Good Sold	142,544	
Business of the Arts	36,000	10,000
Arts Awards	61,539	10,000
<b>Total Expenses</b>	<b>595,394</b>	<b>350,000</b>
<b>Total Surplus (Deficit)</b>	<b>\$ -</b>	<b>\$ -</b>

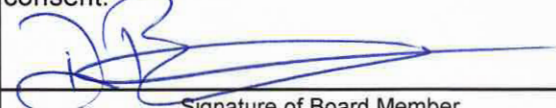
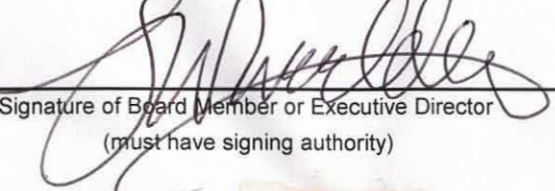
## Sustaining Grant Part A - Organization Summary

<b>Organization Name:</b>	Arts Council Wood Buffalo
<b>Street Address:</b>	AC100 - 8115 Franklin Avenue
<b>City/Hamlet:</b>	Fort McMurray
<b>Province:</b>	Alberta
<b>Postal Code:</b>	T9H 2H7
<b>Phone Number:</b>	587-675-1625
<b>Website:</b>	www.artscouncilwb.ca
<b>Fiscal Year End:</b>	December 31
<b>Act Registered Under:</b>	Societies Act (Alberta)
<b>Registration Number:</b>	5016572751

*Note: Organization must be in good standing to receive funding.*

Main Contact	
<b>Title:</b>	Ms.
<b>Name:</b>	Liana Wheeldon
<b>Daytime Phone:</b>	587-674-1625
<b>Email Address:</b>	liana.wheeldon@artscouncilwb.ca
Executive Director	
<b>Name:</b>	Liana Wheeldon
<b>Daytime Phone:</b>	587-674-1625
<b>Email Address:</b>	liana.wheeldon@artscouncilwb.ca
Board Chair / President	
<b>Name:</b>	Dave Boutilier
<b>Daytime Phone:</b>	17(1)
<b>Email Address:</b>	17(1)

**Declaration of Board Members** - In making this application, we, the undersigned, confirm that we are authorized by the applicant organization to complete the application and hereby represent to the Regional Municipality of Wood Buffalo's Community Investment Program and declare that to the best of our knowledge and belief, the information provided is truthful and accurate, and the application is made on behalf of the above-named organization and with the Board of Directors' full knowledge and consent.

 Signature of Board Member (must have signing authority)  Dave Boutilier Print Name  2018-10-19 Date: (Year-Month-Day)	 Signature of Board Member or Executive Director (must have signing authority)  Liana Wheeldon Print Name  2018-10-19 Date: (Year-Month-Day)
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## Part B - Board Questionnaire

**How often does the Board of Directors meet?** 10 times per year

**Minimum number of board members according to bylaws:** 11

**Number of board members:**

**Currently:** 11 **2017:** 10 **2016:** 11

**Describe measures being undertaken to fill vacant spots if minimum board members are not met:**

**Please list your current Board of Directors:**

Name	Board Position	Years on Board
Dave Boutilier	Chair & Director, Theatre	2
Mike Jones	Vice Chair & Director, Music	.5
Fazle Quasha	Treasurer & Director, Media Arts	.5
Patricia Budd	Secretary & Director, Literary	.5
Treasure Cooper	Director, Metis	.5
Cathy Steeves	Director, Community	.5
Julia McDougall	Director, First Nations	2
Florence Weber	Director, Business/Industry	2
Erin Stinson	Director, Visual Arts	1.5
Scott Meller	Director, Business/Industry	1.5
Alexandra Durocher	Director, Dance	.5

## Part B - Board Questionnaire

**Are any board members being paid, or receiving an honorarium, for being on the Board or for other positions in the organization outside of their role on the Board?**      Yes ☐      No ☒

**If yes, complete the following table:**

Board member name	Paid role on the board / organization	Amount received

**What are the restrictions (if any) on becoming a member of your organization or participating in programs or services?**

Anyone can become a member of Arts Council Wood Buffalo (ACWB) by submitting the appropriate fee. Although there are exclusive benefits for members (discounts on programming, profile on artist directory, access to consultative services), membership is not required to access most of ACWB's programs and services.

**How often does the Board review the financial position of the agency? What efforts have been made in the past fiscal year to increase the number and types of financial support for your organization?**

The Board reviews the financial position on a monthly basis along with quarterly variance report analysis and approval. The Annual Budget for the following year is also presented to, and approved by, the Board in the last quarter of every year.

ACWB continues to work diligently to diversify its revenues to become less reliant on the RMWB funding. In 2018, ACWB will receive approximately \$52,000 in additional grant revenue, a 16% increase over 2017.

Every program and project undertaken by ACWB is assessed annually for appropriate revenue streams including: registration fees, sponsorship, and grant funding. When an alternate source of funding is identified, it is pursued by ACWB staff to ensure the sustainability of our programs and services. ACWB also takes on fee for service contracts when time and capacity allows. In these scenarios, ACWB is paid a fee by businesses, industry, and other non-profits to administer various programs (such as the Suncor Student Art Awards).

Finally, ACWB is able to leverage the operational funding it receives from the RMWB to receive operational support from the Alberta Foundation for the Arts (AFA). AFA funding is based on a percentage of ACWB's operating budget - as ACWB grows, so does the support from the AFA.

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The personal information collected in this application is collected under the authority of section 33(c) of Alberta's Freedom of Information and Protection of Privacy (FOIP) Act. It will be used to process the application and contact you if needed, during the review of this application. If you have any questions about the collection and use of the personal information you may contact the Community Investment Advisor, at 9909 Franklin Avenue, Fort McMurray, AB T9H 2K4 or at (780) 788-4309.  
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## Part C - Strategic Plan

The Regional Municipality of Wood Buffalo 2018-2021 Strategic Plan focuses on the vision of a vibrant, sustainable region we are proud to call home. It identifies four key strategic priorities to achieve this goal: Responsible Government, Downtown Revitalization, Regional Economic Development, and Rural and Indigenous Communities and Partnerships. The Community Investment Program aims to assist non-profit agencies to achieve the goals and objectives outlined in the Municipal Strategic Plan.

**The Sustaining Grant subsidizes organizations to operate and maintain Municipally-owned assets and/or contribute toward the key strategic priorities identified above. Please indicate which category that is applicable to the organization.**

- ☐ Operator of a Municipally-owned asset (Please continue to Part E on page 7)
- ☐ Provide programs and services related to the collection, preservation and display of regional heritage and culture in a museum setting (Strategy & Initiatives #1a and #1c)
- ☒ Acts as a collective voice for:
  - a) the development of the arts community (Strategy & Initiative #1f);
  - b) advancement of cultural diversity (Strategy & Initiative #3f); or
  - c) promotion of tourism potential of the Municipality (Strategy & Initiative #3b)
- ☐ Provides strategic programs/services that are of benefit to the entire region

## Part D - Organization Questionnaire

**What year did the organization complete its last strategic plan?**

2018

**Provide a brief overview of the organization's strategic priorities:**

The arts community is connected and has the resources needed to thrive:

- provide opportunities for collaboration, skill development, and innovation
- provide resources, tools, and investment to cultivate the arts

The arts are recognized as essential in creating a balanced community:

- demonstrate the value of the arts so that government and the community increase their awareness of, participation in, and commitment to the arts
- the arts community is an influential voice when discussing the health and well-being of Wood Buffalo

Arts Council Wood Buffalo is an influential voice for the arts:

- raise the organizational profile of ACWB
- Board development

## **Part D - Organization Questionnaire**

**Describe the elements, activities, or events of general operations that the organization is seeking this funding for:**

In addition to support for office space, insurance, and other general operating expenses, ACWB is seeking support of the following programs, services, and events (full program summary attached).

Learning programs:

- Business of the Arts Workshop Series
- Discipline-specific workshops
- Artist Practice Development Program
- Consultative services

Profile Building:

- Wood Buffalo Excellence in Arts Awards and Showcase
- Wood Buffalo Artist Directory
- Purposeful communication
- Arts tours

Art Production Projects:

- Suncor Student Art Awards / Kim Jenkins Art Scholarship
- Arts Recovery Project

**Explain how the operations/programming will achieve the objectives of the Municipal Strategic Plan as indicated on page 4:**

Please see attached document explaining how the operations/programming will achieve the objectives of the Municipal Strategic Plan as indicated on page 4.

## Summary of ACWB Programs, Services, and Events

### Learning Programs:

- Business of the Arts Workshop Series: 6 BOA workshops will be conducted in 2019. These workshops focus specifically on how artists can make a living from their work and arts organizations can deepen their impact.
- Discipline-specific workshops: In 2019, ACWB will further develop the Artist Practice Development Series. These workshops will provide advanced arts training that would otherwise not be available in our region. In the past, ACWB has partnered with local artists and arts organization to present music master classes, obtaining gallery representation workshops, theatre script development workshops, and a puppetry/set design workshop.
- Consultative Services: Arts Council staff and Directors provide one on one support to members of ACWB and non-members on topics ranging from grant applications to portfolio development. In 2016, ACWB provided 37 separate consultations; in 2017, over 217 separate consultations were completed; in 2018, the demand for this service continues to grow with over 260 consultations accessed by members and non-members as of October, demonstrating that ACWB is recognized as an influential voice for the arts.

### Profile Building:

- Wood Buffalo Excellence in Arts Awards and Showcase: seeks to recognize those that have contributed to a remarkable quality of life in our region through the arts, and provides a platform for the top artists in our region to share their talents with the community.
- Wood Buffalo Artist Directory: Provides profiles on individual artists and arts organizations in Wood Buffalo. In 2019, ACWB proposes to expand its website in order to better serve rural and Indigenous artists and artisans.
- Purposeful Communication: ACWB reaches a diverse audience from art galleries to school boards and from professional artists to community members. In order to create meaningful connections, ACWB employs a variety of methods to reach its diverse audiences. These include a website, a monthly electronic member newsletter, social media platforms, and advertisements. ACWB also provides monthly arts columns through the *Fort McMurray Today* and *Snapd*.
- Arts Tours: Customized to fit the interests (and time) of visiting artists and stakeholders these tours showcase the people, venues, and events that create a culture of creativity here in Wood Buffalo. In 2019, working in conjunction with Fort McMurray Tourism, ACWB will look to leverage this service to assist in promoting cultural tourism.

### Art Production Projects:

- Suncor Student Art Awards / Kim Jenkins Student Art Scholarship: The purpose of the program is to increase the reach and impact of artwork created within the school system and to build the confidence of emerging artists to exhibit their work.
- ACWB will partner with a variety of stakeholders to create opportunities for artists and arts organizations to collaborate and showcase their work as part of the execution of the Post-Wildfire Arts Recovery Strategic Plan. This plan also includes creating events for the community at large to interact with the arts.

### Community Collaborations:

- Arts Council Wood Buffalo works with a number of local community groups to demonstrate that the arts are essential in creating a balanced community. Some of the groups, committees, and initiatives the Arts Council is involved in are: Social Recovery Interagency Meetings; Social Sustainability Stewardship Committee; Wood Buffalo Community Foundation Grants Committee; Alberta Culture Days; Arctic Winter Games Bid Committee; Arts Sector Recovery Working Group; Wood Buffalo Food Bank Association's Empty Bowls; RMWB Arts and Culture Master Plan Committee, and Fuse Social's Timeraiser.

## Achieving the objectives of the Municipal Strategic Plan

The Regional Municipality of Wood Buffalo (RMWB) and Arts Council Wood Buffalo (ACWB) share a vision of using the arts to create an attractive and liveable community. Through financial support of ACWB, the Municipality is investing in this shared vision and an organization that is working towards the RMWB's goals as outlined in the Regional Municipality of Wood Buffalo 2018-2021 Strategic Plan. Specifically:

- Strategy & Initiative #3c – Small Business Incubator
- Strategy & Initiative #3d – Economic Gardening and Pop Up Stores
- Strategy & Initiative #3e – Shop Local Program
- Strategy & Initiative #3f – Support Arts and Culture

ACWB's Business of the Arts Workshops (BOA), Artistic Practice Development Series (APD), and Consultative Services all serve to build the capacity and business acumen of our local artists and arts administrators to support the institutions and programming the Municipality wishes to attract while encouraging "increased small business start-up".

The Municipal Strategic Plan calls for establishing "Market Places to promote local crafts and entrepreneurs and artisans". The Arts Council will work in tandem with the municipality to ensure that artists have the skills required to establish viable businesses and will be a catalyst for creating a thriving arts scene in Wood Buffalo that will be attractive to current and future residents. By promoting collaboration, engaging partnership projects, and building the capacity of our local artists, we can increase the profile and viability of arts in our region.

The Profile Building services ACWB provides: the Wood Buffalo Excellence in Arts Awards and Showcase, the on-line Artist Directory, communication tools, and Arts Tours, which continue to raise the profile of the arts amongst the community, government, and industry. This will result in collaboration amongst sectors to help strengthen our arts and cultural offerings. The arts council is also promoting province-wide collaboration by connecting members with organizations such as Visual Arts Alberta, Theatre Alberta, and the Alberta Foundation for the Arts. The arts council has promoted a Shop Local marketing strategy throughout 2018 in our organization's communications, and was an early adopter of the "Has the artist been paid" call to action implemented by Visual Arts Alberta/CARFAC.

ACWB will continue to work with the Municipality, Fort McMurray International Airport, Keyano College, and Tourism Fort McMurray to enhance the creative economy and encourage tourism as well as retention of residents. By leveraging Community Collaborations and Art Production Projects, Arts Council Wood Buffalo will continue to work toward one of its long-term goals of fostering a creative community through the creation of "creative spaces for artists, in addition to places where community-based art works can be displayed".

ACWB believes that public art is truly accessible to all in the region, expresses our collective identity, and enriches our quality of life. The Arts Council will assist the Municipality to ensure that public art in Wood Buffalo meets standards of best practice, is integrated into the community, and invests in the local arts economy.

Arts Council Wood Buffalo will continue to be a key resource to the Municipality and other organizations on best practices with regard to arts policy and incorporating the arts into other sectors such as education, tourism, and social services. The Arts Council will also continue to

connect the region's diverse arts community and provide opportunities for partnerships that "support arts and culture development, contribute to increased tourism and generate prosperity for the region along with improved reputation and branding".

Arts Council Wood Buffalo supports the Municipal strategic plan in a number of other areas including:

- Strategy & Initiative #1i – Partnerships with Social Profits  
"...align policies, strategies, and actions (to) support decision making and resource allocation to maintain quality of life for current and future residents" by engaging in the Social Sustainability Plan creation and stewardship committee.
- Strategy & Initiative #1m – Youth  
"Create opportunities for youth and encourage youth engagement" through our ongoing participation in MACOY; and our goal to expand our Business of the Arts Program to include youth-specific learning opportunities
- Strategy & Initiative #2e – Riverfront Master Planning & Revitalization  
"Create opportunities for small business development, arts, culture, and recreation" through our Learning Programs and Arts District branding initiative.

**Describe any other funding initiatives the organization has taken or is planning to implement to further support this request for Sustaining Grant funding:**

Arts Council Wood Buffalo leverages the RMWB Sustaining Grant to obtain funding from other government agencies and foundations. Alberta Foundation for the Arts bases their funding on the grant amount provided by the municipality.

ACWB applies for Alberta Foundation for the Arts operating and project grants and has registered with the Canada Council for the Arts to pursue funding for enhancing the Business of the Arts series, Artist Directory improvements, and multi-year program funding.

The Arts Council receives sponsorship from local business and industry supporters in order to host the Wood Buffalo Excellence in Arts Awards and Arts Showcase. In 2018, ACWB participated in the ArtsVest Program, a sponsorship matching initiative run by Calgary Arts Development, in support of this event.

ACWB is receiving funding from Canadian Red Cross in support of the Arts Recovery Project, covering this initiative from August 2018 through July 2020.

**Current Volunteer Information:**

	Per Organizational Needs:	Currently Filled:
Program & Services Volunteers	50	
Fundraising Volunteers		
Committee Volunteers		
Administrative Volunteers	1	
Total Organization Volunteers (Count each only once)	51	

## Part E - Financial Information, Budget Request & Cash Flow

### Current Staff Information:

	Per Organization Chart:	Currently Filled:
Full Time Positions	4	4
Part Time Positions	1	1

### Please explain any cost savings initiatives the organization has, or is planning, to implement:

ACWB has moved their offices into Keyano College, reducing our rent expense by just over 50% for the first twelve-month term, and providing an 8% savings for each year thereafter.

Arts Council Wood Buffalo operates to a zero-balanced budget and strives to be a low-cost operator while maintaining high quality service to its stakeholders. We continue to look for the best value when purchasing items for the organization and utilize 'webinars' and other local agency offerings for professional development opportunities.

The Executive Director, Programs & Partnerships Manager, Communications & Engagement Manager, Communications Coordinator, and Arts Recovery Project Coordinator share the administrative workload where possible and engage a professional bookkeeper and accountant to maintain financial records.

### 2019 Grant Request:

Total 2019 Budgeted Revenue ( <u>excluding</u> RMWB Sustaining Grant)	\$	245,394.00
Total 2019 Budgeted Expenses	\$	595,394.00
Surplus* / (Deficit)	\$	-350,000.00

### 2019 Sustaining Grant Request Amount:

\$ 350,000.00

\* If in a surplus position, organization is not eligible for a Sustaining Grant.

### Please Indicate Preferred Cash Flow, if approved\*\*:

January/February \$262,500.00 April

(no more than 75% of request)

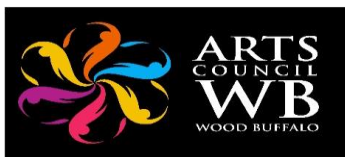
August \$87,500.00 October

\*\* Must have minimum of 25% to be disbursed between August and December. There will be no funds released in July, as 6-month reports are due by July 31 and require Administrative review prior to August/October disbursements.

## Part F - Required Attachments for Application

### The following attachment MUST accompany your application:

- ☒ A detailed budget showing projected 2019 revenue and expenses
- ☒ 2019 Business Plan or Strategic Plan
- ☐ Logic Model (if available)
- ☒ Financial Statements of two (2) most recent fiscal years



## Budget 2019

### REVENUE

Contributions		
Membership Fees	3000	
Fundraising & Donations	0	
Registration Fees	1500	Business of the Arts Workshop tickets
RMWB Operating Grant	350,000	
Sponsorships	20,000	Wood Buffalo Excellence in Arts Awards
Government Grant - Canada Council	40,000	Artistic Practice Development Series pending application
Government Grant - AFA Operating	40,000	(AFA granting cover April 1, 2017 to March 31, 2018)
Industry Grant - Suncor	8000	Suncor Student Art Awards / Kim Jenkins Scholarship
Fees for Services / Partnership Projects	0	
Ticket Sales	4500	WBEEA Tickets
Arts Recovery / Red Cross	128,244	Year one of a two-year project 2019
<b>Total Contributions</b>	<b>595244</b>	
Other Revenue		
Interest Revenue	150	
Miscellaneous Revenue	0	
<b>Total Other Revenue</b>	<b>150</b>	

**TOTAL REVENUE** **595394**

### EXPENSE

Cost of Goods Sold		
Artist Fees	2000	Annual Report artwork / misc arts calls
Business of the Arts Workshop Series	3500	Accommodation/food/flights for instructors
Arts Recovery / Red Cross	128,244	Arts Recovery Working Group Project 2018
Scholarships & Awards	7,800	Buffys & SSAA / Kim Jenkins
Venue Rental	\$1,000	BOA at Keyano
<b>Total Cost of Goods Sold</b>	<b>142544</b>	
Business of the Arts		
Contractors	32,000	BOA plus AIR/APD series
Advertising and Promotion	3000	Rebranding/addition of AIR/APD
Hospitality	1000	BOA plus AIR/APD series
<b>Total Business of the Arts</b>	<b>36000</b>	
Arts Awards		
Advertising and Promotion	2000	
Artist Fees	15600	
Hospitality	19000	Food service
Office Supplies	139	
Professional Development	300	
Printed Material	2000	
Reception	13000	Arts Awards Décor
Venue Rental	9500	
<b>Total Arts Awards</b>	<b>61539</b>	
Payroll Expenses		
Contractors	\$0	
Wages & Salaries	281000	Permanent part time staff member hired 2018 / COL Increases

El Expense	3072	
CPP Expense	9094	
WCB Expense	570	
Employee Benefits	7890	
<b>Total Payroll Expense</b>	<b>301626</b>	
General & Administrative Expenses		
Accounting & Legal	10000	
Printed Material	1750	Annual Report - digital only
Advertising & Promotion	3500	
Board of Directors / AGM	2000	
Tech subscriptions and licences	1200	
Hospitality	1700	
Insurance	1185	
Interest & Bank Charges	1000	
PayPal Service Fees	300	
Office Supplies	1000	
Courier and Postage	200	
Photocopying & Printing	1500	
Professional Development	1500	
Professional Memberships	600	
Motor Vehicle Expenses	1000	
Gifts	250	
Rent	11,900	
Parking	600	
Utilities	\$1,500	
Telephone	3,500	
Mileage and Travel	2500	
Website	5000	Website needs upgrading
<b>Total General &amp; Admin. Expenses</b>	<b>53685</b>	
<b>TOTAL EXPENSE</b>	<b>595394</b>	
<b>NET INCOME</b>	<b>\$0</b>	