



Business Plan

Prepared by Enterprise Brant
In consultation with
The BCC Project Transition Team

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Special thanks to economists Tim Whitehead and Wally Malkinson for their volunteer consultation time on the “Community return on investment” portion of the report



November 17, 2006

Ron Hanson
Friends of Paris Culture
c/o 165 Grand River Street North
Paris, Ontario
N3L 2M4

Dear Ron:

Enterprise Brant is a not for profit community development organization funded by Industry Canada. We provide loans, small business and community development assistance to local businesses and organizations, with a goal of increasing the economic activity in Brantford and Brant County.

As a partner in the Brant Cultural Centre Project, we were pleased to collaborate on the development of the Business Plan for the project. We feel it is essential for groups such as yours to have a good solid plan, and have considered long term sustainability before approaching members of the community, to seek further financial support for the project. Ultimately the plan is your most valuable selling tool.

Should you have any further questions, wish us to review the plan or need our assistance, please do not hesitate to contact us. We wish you success in this endeavour.

Sincerely,

Cynthia Swanson, C.G.A.
General Manager

N: CED outreach/misc letters/2006/friends of Paris culture

BACKGROUND:

Market Study:

The County of Brant Recreation Master Plan published in 2000 noted that the rate of participation by County residents in performing arts and visual arts activities was equal to rates of participation in golf, social business/community clubs, skating or hockey and baseball or softball. Other comparisons were made to different activity, however, no measures were taken of the extent of the arts and cultural needs of the residents of the County of Brant.

The Recreation Master Plan motivated the Friends of Paris Cultural Charity, in partnership with several arts, culture, and heritage groups, as well as the County of Brant, to hold a series of meetings in 2001 to determine if the needs of the Community were being served. Public Forums were held in Paris, St. George, Mount Pleasant and Burford, as part of a larger needs assessment/market study. The need that emerged from those meetings and from the study was for a cultural space serving as a home for arts, culture, and heritage groups. The needs identified were for a performance space (medium size), theatre studio, rehearsal and workshop, a gallery space for heritage and art exhibitions, a properly designed historical exhibit space, and a visitors centre to which the County can welcome tourists and business people. The Market Study process was led by a formal Steering Committee named Brant Arts Culture and Heritage (BACH) group.

Funding to conduct the market study was obtained from the Trillium Foundation, Human Resources Development Canada and the County of Brant. It had three main purposes:

- To create an inventory of organizations and individuals with art, culture and heritage associations within Brantford/County of Brant;
- To identify the characteristics unique to the arts, culture, and heritage in the County;
- To identify the specific needs of organizations and individuals within the arts, culture, and heritage communities;
- To understand, through a residential survey, the arts, culture, and heritage needs of residents of the County of Brant

Some findings of note from the Market study:

- 67% reported attending an arts and cultural event within the last 12 months but 53% reported that they had to go outside Brant County
- 50% visited a museum or historic site twice in the last 12 months but 60% went outside Brant County
- average expenditure to purchase tickets etc was \$251 per household
- 52.5% gave the cost of tickets as a reason for not attending

FEASIBILITY STUDY:

A feasibility study was undertaken to follow up on the findings presented in The Market Study. Results of the residential survey showed that residents felt strongly about their history and about their natural and built heritage, as well as about their communities. Arts and culture were important to a balanced community life. Citizens actively participated in arts events and activities. They valued cultural spaces as much as sports facilities.

The need for a facility was identified as having three main components:

- A 300 seat performance space with adjacent studio/workshop for rehearsals/artists
- A gallery/foyer space with a display/retail space and a foyer/greeting room
- A historical exhibit space representing special and memorable attractions, e.g., the historical roots of the County

The space requirements were estimated to be 19,000 square feet. It was estimated from these requirements that an annual operating expense of \$100,000 to \$135,000., would be necessary to function effectively. These expenses would be offset by revenues from annual memberships, fundraising, teaching, rentals and co-productions. A user survey identified 40 user groups ranging from local arts, museum, and theatre, to Laurier Brantford and Mohawk College. It was estimated that the centre would be used between 48 and 52 weeks of the year. Three principles will govern how the centre is managed:

- Good fiscal management with a pro-active out-reach programming philosophy
- A professional manager, assistant, and technician responsible for programming, volunteerism, fund-raising, and education.
- The centre should be governed by a not-for-profit Board of Directors. It will be owned by the County.

The consultant formulated a list of criteria to consider when researching potential locations. The steering committee provided an initial list of known available sites within the County of Brant. The consultant and members of the Steering Committee examined 6 sites initially and prioritized each according to the criteria. A prospectus for capital funding was developed and presented to Council. It was determined that the economic and programmatic impact of the Centre was viable providing no debt carrying charges on the building were incurred. The assumptions underlying the operations of the Centre are documented.

FINAL STEPS:

The project is now in its final design development stage:

- Distributing the business plan to the County of Brant and corporate investors
- Finalizing property conveyance and architectural plans for the building/site
- Implementation of the capital fund-raising program
- Presenting the project to Heritage Canada, as well as to Provincial and Municipal authorities for funding
- Continuing to expand outreach capacities with arts, culture, and heritage groups

Business Plan Assumptions

1. There will be no capital debt carrying charges.
2. The facility will operate as a multi-purpose community cultural centre with a Board of Directors (see feasibility study recommendation), three year round staff, six summer staff, and a volunteer structure/program.
3. The Centre will be managed professionally, with fiscal controls, and with a strongly pro-active out-reach programming policy. It will operate on a break even basis with rental rates and venue prices that are affordable, thereby ensuring maximum access to the facility.
4. The full time staff will be funded by the Centre in cooperation with the County.
5. Office space, work stations, and computers will be provided to the staff and to community groups.
6. Additional office space for a tourism officer and a visitor services coordinator will be provided to the County if interested. Salary and programming for those two functions would be the responsibility of the County in cooperation with local groups and with the County's policy on cultural tourism.
7. Salary for three full time staff to oversee the gallery/foyer, performance, and studio spaces will be provided by the Centre as part of its annual budget. Summer staff will be hired from government job creation and summer placement programs and the Ministry of Culture Summer Experience Program. Total commitment for salaries ranges from \$120,000. in year one to \$130,000. in year five. All summer staffing will be cost recovery (estimated summer salaries, \$ 30,000.)
8. The gallery program will be operated by the Kindred Spirits in cooperation with the Board of the Centre. All expenditures associated with exhibits, restorations, archives, etc. will be the responsibility of the parties involved.
9. The performance and workshop space will be operated by the Board of the Centre in consultation with theatre, music, cinema, and arts groups as well as the County (for public meetings, trade shows, special meetings/conferences).
10. The centre will serve arts, culture, and heritage groups first. **Commercial groups will be served as space is available. Space will be charged out at market value for commercial enterprises.**
11. The relation between the County and the Board of the Cultural Centre will be established through a letter of understanding annually. This agreement will govern fund-raising responsibilities, cost sharing, cultural policy development, operations, and programming.

12. Funding sources:

- Corporate Benefactors/Performance Sponsorships;
- Grants (Federal/provincial and municipal)*;
- Rentals; Box Office Sales; Benefit concerts;
- Ticket levies; Advertising; Parking;

(These individual sources will shift in percentage terms over time. The use of grants, fundraising, and user fees for operating the Centre will be an on-going feature of the facility's operation. Overhead costs will be kept to a minimum).

* Grant contributions, as identified in the Feasibility Study and by staff during the development of the fundraising data base, will support annual operations. If the County of Brant opts to utilize the facility as a visitors/tourism centre or for special events, an annual grant or operating stipend will be negotiated. That grant/stipend could be tied to the County's Community Grants program, tourism policy, and heritage/cultural plan. It is recommended that the residents of the County be continually aware of how their tax dollars are allocated to arts, culture, and heritage.

The Building

The feasibility and market studies helped to develop a vision of desired uses of the building and from there a user survey was designed and completed (see user analysis). The building is multi-functional and has been divided into four sections to accommodate the different activities:

1. Theatre, performance, and conference space
2. Gallery and lobby space
3. Foyer/visitor/meeting space
4. Rehearsal, studio, and reception space

The 37,100 square feet (main floor and support/commercial areas) is apportioned approximately as follows:

300-seat performance space (8,400 sq. feet)
Lobby/visitor/meeting space (5,500 sq. feet)
Rehearsal, studio, storage space (10,800 sq. feet)
Gallery/Exhibit/Reception Space (8,000 sq. feet)
Commercial lease space (4,500 sq. feet)

The performance space will double as a lecture theatre for local education institutions and be used for trade shows/conferences by the public and private sector. It will also serve as a cinema for local theatre groups, music and arts organizations, and individuals.

Who is paying?

The capital cost for the building and property is estimated at \$4.4 million to be shared between the County, the Federal and Provincial governments, and private/corporate investments. A letter of intent has been filed with Heritage Canada (Cultural Spaces Canada – Tomorrow starts Today) for the federal portion of the capital cost, plus special equipment. A building trust fund account has been established and a corporate giving program implemented. A Trillium grant program provides up to \$75,000. to offset landscaping/environmental costs. **The County has granted a generous and beautifully located property adjacent to the Grand River in Paris.** A request to Brantford City Council for a donation from Charity Casino monies has been made. Funds from that source will be considered within the context of the City's cultural policy. **Fifty percent of funds will come from government sources, fifty from the private sector.**

Expectations from County of Brant Council:

The Brant Cultural Centre team is working with the municipality on the project. How the County chooses to assist with operating costs is yet to be determined (see addendum to this report). Discussions on planning for tourism programs for the County are on-going. The proposed centre will provide office space as well as programming space for select recreation programs, both designed to assist the County with its needs for a cultural tourism presence in the County.

Sustainability/Budget Assumptions:

A key element of the business plan is sustainability. How will the operation of the building be managed on a month to month basis?

Revenue Sources (see cash flow statement):

1. a) Performance space; direct rental to users of rehearsal and performance spaces during the winter (Theatre Performers \$4,000., Music Groups \$4,000., Others \$3,000.) and summer schedule (Summer Theatre \$8,000., Talk of the Town Productions \$2,000., Others \$2,000.)
b) Box Office ticket levy; (e.g., Theatre Group - \$1.50/ticket x 200 seats x 32 performances) (\$9,600.) + Other (\$4,800.)
2. Exhibit/Gallery space is 5,000 square feet. - \$.30 per square foot/per month over 12 months = (\$18,000)
3. a) Studio Space: 20 Workshops @ 100. ea (\$2,000)
b) 10 Children's events @ 100. ea (\$1,000)
4. a) Music: 10 summer performances, e.g., Local music groups, @ 500. ea (\$5,000.) + Others (\$2,500.)
b) Music: Winter concerts, recitals, chamber music groups (\$7,500.)
5. Cinema: 20 shows @ \$200. ea (\$4,000.)
6. Civic Users, e.g., Lions Club, Kindred Spirits, Receptions: 40 bookings @ \$25. (\$1000.) + 40 bookings @ \$100. (\$4000.)
7. Advertising (5 large marquis billboards @ \$100./month x 10 months = \$5,000.)

8. Gallery/lobby exhibits, e.g., travelling exhibits, (\$6,000.), + local exhibits (\$2,500.)
9. Kids Summer Camps: 4 events @ 500. ea (\$2,000)
10. Office Space: 1000 square feet @ \$1. per sq. ft/month x 10 months (\$10,000.)
11. Grants (Federal/Provincial, e.g., Ontario Arts Council – 3 grants @ \$5,000. = \$15,000.)
12. Commercial Leases (5000 sq. feet x \$1.00/sq.ft = \$50,000.)
13. Education Rentals/Lease, e.g., conferences, lectures, trade shows (primarily daytime use - 12 special event days @ \$500./day + one trade show @ 1,500.) = (\$7,500.)
14. Corporate Benefactors, (e.g., annual corporate giving 10 @ \$500. and 10 @ \$1,500. = \$ 20,000.)
15. Benefit Concerts, e.g., Ian Bell, Brian Pickell, and Friends fundraiser: 3 @ 2000. = (\$6,000.)
16. Special workshops, (e.g., three day film production workshop - Ben Locche – 3 @ \$1,200. = \$3,600.)
17. Concessions/Parking, (concession revenues from receptions, catering, etc. plus parking fees \$12,000.)

Community Return on Investment: (Regenerating Local Economies and Building Sustainable Communities)

The return on investment in community projects is difficult to define let alone measure. In the instance of the 'arts', the benefits to the public are seldom measured in terms of profits or economic benefit, but rather in terms of a minimum level of access to them, involvement, and, to some extent, the quality of them. Arts, culture, and heritage initiatives that are tangible, e.g., introduction of families to music, art, drama, and the patterns of participation that follow can be seen and measured as the residential survey in the market study conveyed. The study (2002) showed that county residents are very active participants in cultural activities (p.i). For a population base of 110,000 in Brant County there are 220 arts and culture organizations. London, Ontario, with a population base of 450,000 people has 250 arts and culture organizations, much smaller than Brant County, on a per capita basis.

Potential Economic Impact from Construction

Return on investment from a construction project is much more tangible. When a building is built there is an economic impact and significance. The impacts are normally measured in terms of a) the overall effects on economic activity and b) the effects on employment. The impacts of constructing of a new building are divided into direct and indirect or induced. In the initial construction phase the direct elements are those associated with the letting of contracts for the building, in this case, a multi-purpose cultural centre estimated to cost \$4.4M (2.2 in labour, 2.2 in materials). Indirect elements are those that accrue as a result of re-spending by sectors receiving contracts from the general contractor, e.g., special lighting and equipment, manufactured display cases, etc. The dollar value to the economy from direct spending, using economic development standards, is 50% of the cost of labour (1/2 x labour only = \$1.2 – see table 1). In this instance, because of the diverse and evolving nature of the County of Brant economy, we have not used any multiplier factors.

The income that employees who work on the project receive is another important source of economic activity. Impact from employee income is also based on labour costs and involves re-spending (often referred to as first round effects) in the local economy. Again, multiplier effects have been minimized. In this instance the impact of employee salaries and spending of those monies on goods and services in the economy is estimated to be an additional **\$1.2** (see Table 1), one half of which stays in the County.

Operational Impact

After the project is completed a further economic return can be calculated. Table 1 shows and additional **\$82,500** annually to the County economy from operating the facility. By virtue of having a facility that can house music, theatre, art exhibits, trade shows, and cinema, people in the County of Brant who might otherwise leave the County to spend their family entertainment budget, will do so in the County. The revenues that are currently being spent outside the County are $(\$251 \text{ per household spent on performing arts}) \times (53.5\% \text{ going outside the County}) \times 10,055 \text{ households} = \$1,350,235$ (see Market Study p. 18). We estimate 20% of these households will now elect to spend their family entertainment and cultural dollars in the County. This amounts to $.20 \times \$1,350,235 = \$270,047$ per year.

In non-economic terms the County will benefit by virtue of a greater range of family cultural opportunities in the County, and a stronger economy from this cultural presence. Other benefits include increased sales for merchants and businesses in the County, from residents and visitors. The building of the Centre not only provides income in the community, but through spending and re-spending by recipients, staff, and patrons, on travel, food, and accommodation, has the effect of providing an additional \$328,121 in expenditures $(\$216,560 \times 1.5 \text{ multiplier} = \$328,840 \text{ per year})$.

Economic and social revitalization

The facility has the potential to serve as an economic and town revitalization project as well as a Cultural Centre for the municipality. The economic impacts are substantial enough to be an integral part of the overall economic development plans of the County. It will serve as a visitors centre for residents who want to show off their County to guests, and a downtown restoration project for the largest town in the County. In terms of community return on investment - previous, current, and future generations will benefit from knowing their history and people, and understanding how culture and community integrity go hand in hand.

Volumes have been written over the centuries about the richness that experience in the arts, culture, and heritage of a community imparts to those who come to appreciate its many forms and functions. Those who are introduced to them early in life not only appreciate the experience but often go on to earn a living in the field as well. Locally, the community has a host of people who earn a living in the arts, e.g., **John Bemrose, Donn Zver, Ian Bell, Jeannette Obbink, Mary Gladwin, Marsha Edgar, Linda Schulyer, Holly Ounapuu**. Appreciation of music and art are the easy examples because we know of them from the school curriculum. Understanding and appreciation of heritage (natural and built) is much more subtle and often overlooked, but no less important. Brant County has a legacy of natural and built heritage to celebrate.

Table 1 – Construction Stage Impacts of Brant Arts and Cultural Project

	Project Direct Impacts	Project (3) Indirect and Induced - Brant County	Project (3) Indirect and Induced - Rest of Ontario	Sub Total Indirect and Induced	Total Project Direct, Indirect and Induced
Employment (Hours)	20,000(1)	15,000	15,000	30,000(2)	50,000
Employment (Person-Years)(4)	10.8	8.05	8.05	16.1	26.9
Wages and Salaries (\$)	600,000(5)	300,000	300,000	600,000(6)	1,200,000
Gross Domestic Product \$(7)	2,200,000	600,000	600,000	1,200,000	4,400,000

1. Assumes that 50% of project construction cost of 4.4 million is labour cost and 50% is materials and equipment costs. Using a contractor's gross labour charge out rate of \$60/hour the estimated labour hours is 20,000.
2. Assumes an indirect and induced construction employment multiplier of 1.5/1 direct employment.
3. Assumes that 50% of indirect and induced impacts occur in Brant County and 50% occurs elsewhere in Ontario.
4. Uses 1860 hours/year to convert employment hours into person-years of employment.
5. Uses direct wage rate of \$30/hour, including fringe benefits, to convert direct employment hours into estimate of direct wages and salaries.
6. Uses an indirect and induced labour wage rate of \$20/hour, including fringe benefits, to convert indirect and induced hours of work into wages and salaries.
7. Uses a Gross Domestic Product (GDP) multiplier of 2/1 to convert wages and salaries into GDP impacts.

Table 2 – Operation Phase Impacts (2006 dollars) – based on wages/salaries from cash flow sheet

Direct Impacts	Indirect and Induced (2) Impacts- Brant County	Indirect and Induced (2) Impacts- Rest of Ontario	Sub Total	Total Impacts (1)
165,000	82,500	82,500	165,000	330,000

1. Using income multiplier of 2/1 for impacts in Ontario i.e. direct plus indirect and induced impacts.
2. Assumes 50% of indirect and induced impacts occur in Brant County and 50% in rest of Ontario.

Addendum

Offset Estimate to Ratepayers.

Every County-owned facility has its initial and on-going operating costs, whether it be an ice rink or soccer field. In the case of a soccer field the grass has to be cut. With an ice rink, equipment has to be maintained and an ice plant operated. The rental charges to the public never pays for the cost of looking after the investment. In the case of a cultural facility the same principle applies, although the risks are not as high or costs as onerous.

The cash flow spreadsheet (see attached) was designed on the assumption that the facility should run on a break even basis. This means that revenues, including access to cultural grants from all three levels of government, would offset expenses. Like any new business the first five years could be lean ones and there may be shortfalls or unexpected expenses. If this happens, what percentage of operating costs would be reasonable to expect so that ratepayers could be assured of protecting the public investment and minimizing the offset?

Using ice rinks provides a case in point. The annual average cost to run the County's three ice rinks is \$ 458,940 per rink. The annual average revenues generated are \$ 292,195 per year. Subtracting these two numbers determines an average offset each year of \$ 166,745 or 36.3 % of operating costs.

Offsets for Recreation Facilities (2005)

Facility	Annual Cost	Annual Revenue	Offset
Syl Apps Arena	453,633 *	305,420	148,213 (32.7%)
St. George Arena	448,587 *	311,380	137,207 (30.6%)
Burford Arena	474,600 *	259,785	214,815 (45.3%)
Cultural Centre	260,110	255,140	4,970 1.9%

* includes pro-rated admin

Like the three ice arenas the Brant Cultural Centre rental rates have been set at reasonable levels so that maximum use of the facility, i.e., maximum participation, is assured. The actual expenses to operate an ice rink are about double that of the Cultural Centre. Both types of facility generate rental and ticket revenues, albeit for different kinds of events. Ticket sale and concession revenues in the cultural centre will likely exceed those of an ice rink. Two additional differences are worth noting. In the case of the Cultural Centre, government grants for art shows and performances will be an important feature of the annual revenue capacity. Attracting and securing grants is a common practice in the operating of a Cultural Centre. Secondly, 5,000 sq. ft. of the Cultural Centre's space will be leased out to commercial enterprises. This will generate \$50,000. or 20% of revenues annually. This 20 % not only provides a cushion against shortfalls but creates a business atmosphere for achieving success and balanced budgets.

While the BCC cash flow currently shows a positive 1.9% balance in its first year of operation it is recommended that the municipality earmark or set aside an offset of 15% of operating costs (one-third that of an arena), or \$39,900. annually especially for the first five years of operation. It is recommended the County earmark the proposed offset as a **Municipal Cultural Fund!**

Benefits to the County are as follows: As a visitor attraction the Centre will expand economic activity in the area; selected recreational services will be showcased in the Centre; and trade show/public meetings can be planned enhancing County economic and social/community development.

Proposed Brant Cultural/Heritage Centre

CASH FLOW STATEMENT 2007

CASH IN:	Start Up	1	2	3	4	5	6	7	8	9	10	11	12	TOTAL
1) Revenue - Performance Space		3150	3150	3150	3150	3150	3150	3150	3150	3150	3150	3150	4620	39270
2) Revenue - Museum/Gallery		1575	1575	1575	1575	1575	1575	1575	1575	1575	1575	1575	1575	18000
3) Studio Space		263	263	263	263	263	263	263	263	263	263	263	263	3000
4) Music		0	0	1575	1575	1575	1575	1575	1575	1575	1575	1575	1575	15750
5) Cinema		500	525	525	525	525	0	0	0	0	525	525	525	4175
6) Civic Users				525	525	525	525	525	525	525	525	525	525	5250
7) Advertising		0	0	525	525	525	525	525	525	525	525	525	525	5250
8) Gallery (travelling and local exhibits)		1050	1050	1050	1050		1050		1050		1050		1575	8500
9) Kids Summer Camp		0	0	0	0	0	1050	1050	0	0	0	0	0	2000
10) Office Space		1050	1050	1050	1050	1050	1050	0	0	1050	1050	1050	1050	10500
11) Grants (Federal/Provincial)		15000												15000
12) Commercial leases		50000												50000
13) Education Rentals/Lease		788	788	788	788	788	788	0	0	788	788	788	788	7875
14) Corporate Memberships/Performance Sponsors		2160	2160	2160	2160	2160	2160	0	0	2100	2100	2100	2100	21360
15) Benefit Concerts		0	0	0	0	2100	0	2100	0	0	0	0	2100	6300
16) Special Purpose Workshops		0	0	1260	0	0	0	0	0	1260	0	0	1260	3780
17) Other Revenues (parking, concessions etc)		1050	1050	1050	1050	1050	1050	1050	1050	1050	1050	1050	1050	12600
4) CASH IN FROM SALES (1+2+3)		76585	11610	15495	14235	15285	14760	11813	9713	13860	14175	13125	19530	228610
5) Summer Staff Cost recovery		0	0	0	1575	5250	5250	5250	5250	8925	0	0	0	31500
6) Loan I go to Schedule to Edit	\$0	0	0	0	0	0	0	0	0	0	0	0	0	0
7) Owners Equity Deposit	\$0	0	0	0	0	0	0	0	0	0	0	0	0	0
8) Opening Cash Bank Balance		0	55013	50301	47581	45492	42562	40998	34596	27984	23630	21691	16391	
9) TOTAL CASH IN (4+5+6+7+8)	0	76585	66623	65796	63391	66027	62572	58061	49559	50769	37805	34816	35921	260110
CASH OUT:														
DIRECT EXPENSES														
(a) Product Sold		0	0	0	0	0	0	0	0	0	0	0	0	0
Subcontract		0	0	0	0	0	0	0	0	0	0	0	0	0
Summer Staff Wages		0	0	0	1575	5250	5250	5250	5250	8925	0	0	0	31500
Staff Wages		10500	10500	10500	10500	10500	10500	10500	10500	10500	10500	10500	10500	126000
Payroll taxes and costs		1260	1260	1260	1260	1260	1260	1260	1260	1260	1260	1260	1260	15120
10) TOTAL DIRECT EXPENSES	0	11760	11760	11760	13335	17010	17010	17010	17010	20685	11760	11760	11760	172620
FIXED (INDIRECT) EXPENSES														0
Advertising		2100	0	2100	0	2100	0	2100	0	2100	0	2100	0	12600
Bank Fees & Charges		32	32	32	32	32	32	32	32	32	32	32	32	378
Business Insurance, Licences		2100	315	315	315	315	315	315	315	315	315	315	0	5250
Fuel Vehicle		44	44	44	44	44	44	44	44	44	44	44	44	525
Program Costs		420	420	420	420	420	420	420	420	420	420	420	420	5040
Renovations and Ventilation		0	0	0	0	0	0	0	0	0	0	0	0	0
Building Costs		0	0	0	0	0	0	0	0	0	0	0	0	0
Janitorial Services		1313	1313	1313	1313	1313	1313	1313	1313	1313	1313	1313	1313	15750
Office Supplies		175	175	175	175	175	175	175	175	175	175	175	175	2100
Legal/ Accounting/ Professional fee	0	1575	0	0	0	0	0	0	0	0	0	0	1575	3150
Telephone/Cell/Internet		263	263	263	263	263	263	263	263	263	263	263	263	3150
Utilities		1748	1748	1750	1750	1750	1750	1750	1750	1750	1750	1750	1750	21000
Small Tools		0	0	0	0	0	0	0	0	0	0	0	0	0
Travel/ Vehicle expenses		44	44	44	44	44	44	44	44	44	44	44	44	525
Supplies		0	210	0	210	0	210	0	210	0	210	0	1050	
Equipment		0	0	0	0	0	0	0	0	0	0	0	0	0
Loan Payment 1		0	0	0	0	0	0	0	0	0	0	0	0	0
Renovation Costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Allowance for Capital Cost Repairs		0	0	0	0	0	0	0	0	0	0	0	12002	12002
		0	0	0	0	0	0	0	0	0	0	0	0	0
11) TOTAL FIXED EXPENSES	0	9812	4562	6454	4564	6454	4564	6454	4564	6454	4354	6664	17616	82520
12) TOTAL CASH OUT (10+11)	0	21572	16322	18214	17899	23464	21574	23464	21574	27139	16114	18424	29376	255140
13) CASH Surplus/(Deficit) (9-12)	0	55013	50301	47581	45492	42562	40998	34596	27984	23630	21691	16391	6545	

Proposed Brant Cultural/Heritage Centre Year Ending

	First Quarter	Second Quarter	Third Quarter	Fourth Quarter	Total Year 1	Per Cent of Sales
	\$	\$	\$	\$	\$	%
Revenues	103690	44280	35385	46830	230185	
Summer cost recovery	0	12075	19425	0	31500	
Total Revenues	103690	56355	54810	46830	261685	
COST OF GOODS SOLD						
(a) Product Sold	0	0	0	0	0	0%
Summer Staff Wages Subcontract	0	12075	19425	0	31500	12%
Labour Wages & Benefits	35280	35280	35280	35280	141120	54%
TOTAL COST OF GOODS	35280	47355	54705	35280	172620	66%
GROSS PROFIT	68410	-3075	-19320	11550	89065	34%
EXPENSES						
Advertising	4200	2100	4200	2100	12600	5%
Bank Fees & Charges	95	95	95	95	378	0%
Business Insurance, Licences	2730	945	945	630	5250	2%
Fuel Vehicle	131	131	131	131	525	0%
Program Costs	1260	1260	1260	1260	5040	2%
Renovations and Ventilation	0	0	0	0	0	0%
Building Costs	0	0	0	0	0	0%
Janitorial Services	3938	3938	3938	3938	15750	6%
Office Supplies	525	525	525	525	2100	1%
Legal/ Accounting/ Professional fee	1575	0	0	1575	3150	1%
Telephone/Cell/Internet	788	788	788	788	3150	1%
Utilities	5247	5251	5251	5251	21000	8%
Small Tools	0	0	0	0	0	0%
Travel/ Vehicle expenses	131	131	131	131	525	0%
Supplies	210	420	210	210	1050	0%
Equipment	0	0	0	0	0	0%
						0%
						0%
TOTAL EXPENSES	20829	15583	17473	16633	70518	27%
TOTAL EXPENSES	56109	62938	72178	51913	243138	93%
Operating Profit	47581	-18658	-36793	-5083	18547	7%
	0	0	0	0	0	0%
Renovation Costs	0	0	0	0	0	0%
Allowance for Capital Cost Repairs	0	0	0	12002	12002	5%
Balance	47581	-18658	-36793	-17085	6545	3%

Proposed Brant Cultural/Heritage Centre

CASH FLOW STATEMENT 2008

CASH IN:	Start Up	1	2	3	4	5	6	7	8	9	10	11	12	TOTAL	
1) Revenue - Performance Space		3245	3245	3245	3245	3245	3245	3245	3245	3245	3245	3245	3245	4759	40448
2) Revenue - Museum/Gallery		1622	1622	1622	1622	1622	1622	1622	1622	1622	1622	1622	1622	1622	19467
3) Studio Space		270	270	270	270	270	270	270	270	270	270	270	270	270	3245
4) Music		0	0	1622	1622	1622	1622	1622	1622	1622	1622	1622	1622	1622	16223
5) Cinema		515	541	541	541	541	0	0	0	0	541	541	541	541	4300
6) Civic Users		0	0	541	541	541	541	541	541	541	541	541	541	541	5408
7) Advertising		0	0	541	541	541	541	541	541	541	541	541	541	541	5408
8) Gallery (travelling and local exhibits)		1082	1082	1082	1082	0	1082	0	1082	0	1082	0	1622	0	9193
9) Kids Summer Camp		0	0	0	0	0	1082	1082	0	0	0	0	0	0	2163
10) Office Space		1082	1082	1082	1082	1082	1082	0	0	1082	1082	1082	1082	1082	10815
11) Grants (Federal/Provincial)		15450	0	0	0	0	0	0	0	0	0	0	0	0	15450
12) Commercial leases		51500	0	0	0	0	0	0	0	0	0	0	0	0	51500
13) Education Rentals/Lease		811	811	811	811	811	811	0	0	811	811	811	811	811	8111
14) Corporate Memberships/Performance Sponsors		2225	2225	2225	2225	2225	2225	0	0	2163	2163	2163	2163	2163	22001
15) Benefit Concerts		0	0	0	0	2163	0	2163	0	0	0	0	0	2163	6489
16) Special Purpose Workshops		0	0	1298	0	0	0	0	0	1298	0	0	0	1298	3893
17) Other Revenues (parking, concessions etc)		1082	1082	1082	1082	1082	1082	1082	1082	1082	1082	1082	1082	1082	12978
4) CASH IN FROM SALES (1+2+3)		78883	11958	15960	14662	15744	15203	12167	10004	14276	14600	13519	20116		237091
5) Summer Staff Cost recovery		0	0	0	1622	5408	5408	5408	5408	9193	0	0	0	0	32445
6) Loan I go to Schedule to Edit	\$0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
7) Owners Equity Deposit	\$0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8) Opening Cash Bank Balance		0	56663	51810	49009	46857	43839	42228	35634	28824	24339	22341	16883		
9) TOTAL CASH IN (4+5+6+7+8)	0	78883	68621	67769	65293	68008	64450	59802	51046	52292	38939	35860	36999		269536
CASH OUT:															
DIRECT EXPENSES															
(a) Product Sold		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Subcontract		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Summer Staff Wages		0	0	0	1622	5408	5408	5408	5408	9193	0	0	0	0	32445
Staff Wages		10815	10815	10815	10815	10815	10815	10815	10815	10815	10815	10815	10815	10815	129780
Payroll taxes and costs		1298	1298	1298	1298	1298	1298	1298	1298	1298	1298	1298	1298	1298	15574
10) TOTAL DIRECT EXPENSES	0	12113	12113	12113	13735	17520	17520	17520	17520	21306	12113	12113	12113		177799
FIXED (INDIRECT) EXPENSES															
Advertising		2163	0	2163	0	2163	0	2163	0	2163	0	2163	0	12978	
Bank Fees & Charges		32	32	32	32	32	32	32	32	32	32	32	32	389	
Business Insurance, Licences		2163	324	324	324	324	324	324	324	324	324	324	0	5408	
Fuel Vehicle		45	45	45	45	45	45	45	45	45	45	45	45	541	
Program Costs		433	433	433	433	433	433	433	433	433	433	433	433	5191	
Renovations and Ventilation		0	0	0	0	0	0	0	0	0	0	0	0	0	
Building Costs		0	0	0	0	0	0	0	0	0	0	0	0	0	
Janitorial Services		1352	1352	1352	1352	1352	1352	1352	1352	1352	1352	1352	1352	16223	
Office Supplies		180	180	180	180	180	180	180	180	180	180	180	180	2163	
Legal/ Accounting/ Professional fee	0	1622	0	0	0	0	0	0	0	0	0	0	1622	3245	
Telephone/Cell/Internet		270	270	270	270	270	270	270	270	270	270	270	270	3245	
Utilities		1801	1801	1803	1803	1803	1803	1803	1803	1803	1803	1803	1803	21630	
Small Tools		0	0	0	0	0	0	0	0	0	0	0	0	0	
Travel/ Vehicle expenses		45	45	45	45	45	45	45	45	45	45	45	45	541	
Supplies		0	216	0	216	0	216	0	216	0	216	0	216	1082	
Equipment		0	0	0	0	0	0	0	0	0	0	0	0	0	
Loan Payment 1		0	0	0	0	0	0	0	0	0	0	0	0	0	
Renovation Costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Allowance for Capital Cost Repairs		0	0	0	0	0	0	0	0	0	0	0	12362	12362	
		0	0	0	0	0	0	0	0	0	0	0	0	0	
11) TOTAL FIXED EXPENSES	0	10107	4699	6648	4701	6648	4701	6648	4701	6648	4485	6864	18145		84996
12) TOTAL CASH OUT (10+11)	0	22219	16812	18761	18436	24168	22222	24168	22222	27954	16598	18977	30258		262794
13) CASH Surplus/(Deficit) (9-12)	0	56663	51810	49009	46857	43839	42228	35634	28824	24339	22341	16883	6741		

Proposed Brant Cultural/Heritage Centre Year Ending

	First Quarter	Second Quarter	Third Quarter	Fourth Quarter	Total Year 1	Per Cent of Sales
	\$	\$	\$	\$	\$	%
Revenues	106801	45608	36447	48235	237091	
Summer cost recovery	0	12437	20008	0	32445	
Total Revenues	106801	58046	56454	48235	269536	
COST OF GOODS SOLD						
(a) Product Sold	0	0	0	0	0	0%
Summer Staff Wages Subcontract	0	12437	20008	0	32445	12%
Labour Wages & Benefits	36338	36338	36338	36338	145354	54%
TOTAL COST OF GOODS	36338	48776	56346	36338	177799	66%
GROSS PROFIT	70462	9270	108	11897	91737	34%
EXPENSES						
Advertising	4326	2163	4326	2163	12978	5%
Bank Fees & Charges	97	97	97	97	389	0%
Business Insurance, Licences	2812	973	973	649	5408	2%
Fuel Vehicle	135	135	135	135	541	0%
Program Costs	1298	1298	1298	1298	5191	2%
Renovations and Ventilation	0	0	0	0	0	0%
Building Costs	0	0	0	0	0	0%
Janitorial Services	4056	4056	4056	4056	16223	6%
Office Supplies	541	541	541	541	2163	1%
Legal/ Accounting/ Professional fee	1622	0	0	1622	3245	1%
Telephone/Cell/Internet	811	811	811	811	3245	1%
Utilities	5404	5409	5409	5409	21630	8%
Small Tools	0	0	0	0	0	0%
Travel/ Vehicle expenses	135	135	135	135	541	0%
Supplies	216	433	216	216	1082	0%
Equipment	0	0	0	0	0	0%
	0	0	0	0	0	0%
TOTAL EXPENSES	21454	16051	17997	17132	72634	27%
TOTAL EXPENSES	57792	64826	74343	53470	250432	93%
Operating Profit	49009	-6781	-17889	-5236	19103	7%
	0	0	0	0	0	0%
Renovation Costs	0	0	0	0	0	0%
Allowance for Capital Cost Repairs	0	0	0	12362	12362	5%
	0	0	0	0	0	0%
	0	0	0	0	0	0%
Balance	49009	-6781	-17889	-17598	6741	3%

Proposed Brant Cultural/Heritage Centre

CASH FLOW STATEMENT 2009

CASH IN:	Start Up	1	2	3	4	5	6	7	8	9	10	11	12	TOTAL
1) Revenue - Performance Space		3407	3407	3407	3407	3407	3407	3407	3407	3407	3407	3407	4997	42471
2) Revenue - Museum/Gallery		1703	1703	1703	1703	1703	1703	1703	1703	1703	1703	1703	1703	20440
3) Studio Space		284	284	284	284	284	284	284	284	284	284	284	284	3407
4) Music		0	0	1703	1703	1703	1703	1703	1703	1703	1703	1703	1703	17034
5) Cinema		541	568	568	568	568	0	0	0	0	568	568	568	4515
6) Civic Users		0	0	568	568	568	568	568	568	568	568	568	568	5678
7) Advertising		0	0	568	568	568	568	568	568	568	568	568	568	5678
8) Gallery (travelling and local exhibits)		1136	1136	1136	1136	0	1136	0	1136	0	1136	0	1703	9652
9) Kids Summer Camp		0	0	0	0	0	1136	1136	0	0	0	0	0	2271
10) Office Space		1136	1136	1136	1136	1136	1136	0	0	1136	1136	1136	1136	11356
11) Grants (Federal/Provincial)		16223	0	0	0	0	0	0	0	0	0	0	0	16223
12) Commercial Lease		54075	0	0	0	0	0	0	0	0	0	0	0	54075
13) Education Rentals/Lease		852	852	852	852	852	852	0	0	852	852	852	852	8517
14) Corporate Memberships/Performance Sponsors		2336	2336	2336	2336	2336	2336	0	0	2271	2271	2271	2271	23101
15) Benefit Concerts		0	0	0	0	2271	0	2271	0	0	0	0	2271	6813
16) Special Purpose Workshops		0	0	1363	0	0	0	0	0	1363	0	0	1363	4088
17) Other Revenues (parking, concessions etc)		1136	1136	1136	1136	1136	1136	1136	1136	1136	1136	1136	1136	13627
4) CASH IN FROM SALES (1+2+3)		82827	12556	16758	15395	16531	15963	12775	10504	14990	15330	14195	21122	248945
5) Summer Staff Cost recovery		0	0	0	1703	5678	5678	5678	5678	9652	0	0	0	34067
6) Loan I go to Schedule to Edit	\$0	0	0	0	0	0	0	0	0	0	0	0	0	0
7) Owners Equity Deposit	\$0	0	0	0	0	0	0	0	0	0	0	0	0	0
8) Opening Cash Bank Balance		0	59496	54400	51459	49199	46031	44339	37416	30265	25556	23458	17727	
9) TOTAL CASH IN (4+5+6+7+8)	0	82827	72053	71158	68558	71408	67672	62793	53598	54907	40886	37653	38849	283012
CASH OUT:														
DIRECT EXPENSES														
(a) Product Sold		0	0	0	0	0	0	0	0	0	0	0	0	0
Subcontract		0	0	0	0	0	0	0	0	0	0	0	0	0
Summer Staff Wages		0	0	0	1703	5678	5678	5678	5678	9652	0	0	0	34067
Staff Wages		11356	11356	11356	11356	11356	11356	11356	11356	11356	11356	11356	11356	136269
Payroll taxes and costs		1363	1363	1363	1363	1363	1363	1363	1363	1363	1363	1363	1363	16352
10) TOTAL DIRECT EXPENSES	0	12718	12718	12718	14422	18396	18396	18396	18396	22371	12718	12718	12718	186689
FIXED (INDIRECT) EXPENSES														
Advertising		2271	0	2271	0	2271	0	2271	0	2271	0	2271	0	13627
Bank Fees & Charges		34	34	34	34	34	34	34	34	34	34	34	34	409
Business Insurance, Licences		2271	341	341	341	341	341	341	341	341	341	341	0	5678
Fuel Vehicle		47	47	47	47	47	47	47	47	47	47	47	47	568
Program Costs		454	454	454	454	454	454	454	454	454	454	454	454	5451
Renovations and Ventilation		0	0	0	0	0	0	0	0	0	0	0	0	0
Building Costs		0	0	0	0	0	0	0	0	0	0	0	0	0
Janitorial Services		1419	1419	1419	1419	1419	1419	1419	1419	1419	1419	1419	1419	17034
Office Supplies		189	189	189	189	189	189	189	189	189	189	189	189	2271
Legal/ Accounting/ Professional fee	0	1703	0	0	0	0	0	0	0	0	0	0	1703	3407
Telephone/Cell/Internet		284	284	284	284	284	284	284	284	284	284	284	284	3407
Utilities		1893	1893	1893	1893	1893	1893	1893	1893	1893	1893	1893	1893	22712
Small Tools		0	0	0	0	0	0	0	0	0	0	0	0	0
Travel/ Vehicle expenses		47	47	47	47	47	47	47	47	47	47	47	47	568
Supplies		0	227	0	227	0	227	0	227	0	0	227	0	1136
Equipment		0	0	0	0	0	0	0	0	0	0	0	0	0
Loan Payment 1		0	0	0	0	0	0	0	0	0	0	0	0	0
Renovation Costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Allowance for Capital Cost Repairs		0	0	0	0	0	0	0	0	0	0	12980	12980	
		0	0	0	0	0	0	0	0	0	0	0	0	0
11) TOTAL FIXED EXPENSES	0	10612	4934	6980	4936	6980	4936	6980	4936	6980	4709	7207	19052	89245
12) TOTAL CASH OUT (10+11)	0	23330	17653	19699	19358	25377	23333	25377	23333	29351	17428	19926	31771	275934
13) CASH Surplus/(Deficit) (9-12)	0	59496	54400	51459	49199	46031	44339	37416	30265	25556	23458	17727	7078	

Proposed Brant Cultural/Heritage Centre Year Ending

	First Quarter	Second Quarter	Third Quarter	Fourth Quarter	Total Year 1	Per Cent of Sales
	\$	\$	\$	\$	\$	%
Revenues	112141	47889	38269	50647	248945	
Summer cost recovery	0	13059	21008	0	34067	
Total Revenues	112141	60948	59277	50647	283012	
COST OF GOODS SOLD						
(a) Product Sold	0	0	0	0	0	0%
Summer Staff Wages Subcontract	0	13059	21008	0	34067	12%
Labour Wages & Benefits	38155	38155	38155	38155	152621	54%
TOTAL COST OF GOODS	38155	51214	59163	38155	186689	66%
GROSS PROFIT	73985	9733	114	12491	96324	34%
EXPENSES						
Advertising	4542	2271	4542	2271	13627	5%
Bank Fees & Charges	102	102	102	102	409	0%
Business Insurance, Licences	2952	1022	1022	681	5678	2%
Fuel Vehicle	142	142	142	142	568	0%
Program Costs	1363	1363	1363	1363	5451	2%
Renovations and Ventilation	0	0	0	0	0	0%
Building Costs	0	0	0	0	0	0%
Janitorial Services	4258	4258	4258	4258	17034	6%
Office Supplies	568	568	568	568	2271	1%
Legal/ Accounting/ Professional fee	1703	0	0	1703	3407	1%
Telephone/Cell/Internet	852	852	852	852	3407	1%
Utilities	5674	5679	5679	5679	22712	8%
Small Tools	0	0	0	0	0	0%
Travel/ Vehicle expenses	142	142	142	142	568	0%
Supplies	227	454	227	227	1136	0%
Equipment	0	0	0	0	0	0%
	0	0	0	0	0	0%
	0	0	0	0	0	0%
TOTAL EXPENSES	22526	16853	18897	17989	76265	27%
TOTAL EXPENSES	60682	68068	78061	56144	262954	93%
Operating Profit	51459	-7120	-18784	-5497	20059	7%
	0	0	0	0	0	0%
Renovation Costs	0	0	0	0	0	0%
Allowance for Capital Cost Repairs	0	0	0	12980	12980	5%
	0	0	0	0	0	0%
	0	0	0	0	0	0%
Balance	51459	-7120	-18784	-18478	7078	3%

User Analysis - BCC (Brant Cultural Centre)

Seasons	Area	Monday-Wednesday	Thursday-Friday	Saturday-Sunday	
Fall September 7 - October 21	DAY	Performance Centre	21(1) 25(6)		13(1) 9(1)
		Museum / Gallery	2(3.5 weeks) 1(3.5 weeks) 42	42	42
		Conference Room	21(1) 22(1)		
		Rehearsal / Studio			18(1)
	EVE	Performance Centre	5 25(1) 39(6)	5(2)	5(4)
		Museum / Gallery	2(4 weeks) 1(3.5 weeks)	42	42
		Conference Room	34(2) 35(2) 36(2) 38(2)	19(1)	
		Rehearsal / Studio	5(12) 13(6)	4(6)	5(6)
Winter October 22 - March 20	DAY	Performance Centre	21(1) (10)	25	13(2) 15(2) 14(2) 12(6) 9(1) 20(2)
		Museum / Gallery	42	17(2 weekends) 25 42 32(1)	17(2 weekends) 42 32(2)
		Conference Room	21(1) 22(1)		7(4) 17(3) 18(3)
		Rehearsal / Studio			
	EVE	Performance Centre	25 39(6)	5(4) 8(2) 11(6) 10(4)	5(8) 7(4) 8(2)
		Museum / Gallery	42	17(2 weekends) 42	17(2 weekends) 42
		Conference Room	34(2) 35(2) 26(2) 38(2)	19(5)	
		Rehearsal / Studio	5(4) 13(20) 15(20) 10(20)	14(20) 4(6)	5(2)
Spring March 21 - June 21	DAY	Performance Centre	21(1) 25(4)	25 29	15(1) 16(2) 20(2) 29
		Museum / Gallery	2(4 weeks) 1(3.5 weeks) 25 42	25 42 29	24(2) 25 42 29 33
		Conference Room	21(1) 22(1)		
		Rehearsal / Studio			
	EVE	Performance Centre	25 39(6)	5(2) 9(2)	5(4)
		Museum / Gallery	2(4 weeks) 1(3.5 weeks) 25 42	25 42	25 42
		Conference Room	34(2) 35(2) 36(2) 38(2)	19(2)	
		Rehearsal / Studio	5(2) 15(6)	4(6)	5(1) 18(1)
Summer June 22 - September 6	DAY	Performance Centre		30(1)	7(4) 13(1) 30(2) 3(1)
		Museum / Gallery	25 42	25 42 30(1)	25 42 30(2)
		Conference Room	23(3)		
		Rehearsal / Studio	5(5) 7(18)	5(5) 7(12)	
	EVE	Performance Centre		6(8) 11(10) 30(1)	5(1) 6(24) 30(2) 31(1)
		Museum / Gallery	25 42	25 42 30(1)	24 42 30(2)
		Conference Room	23(3)		
		Rehearsal / Studio	6(1)	6(1)	6(1)

User Analysis – BCC Groups:

1. Kindred Spirits
2. Brant Visual Arts Guild
3. JJ Ruggers
4. Paris Quilting Bees
5. Paris Performers Theatre
6. Cobblestone Players
7. Talk of the Town Productions
8. Brantford Symphony Orchestra
9. Brant Youth Singers
10. Brant Men of Song
11. Ground Floor Music
12. Brant Suzuki String School
13. Grand River Chorus
14. Paris Chautauqua Chorus
15. Arcady
16. Ayr/Paris Band
17. Grand River Heritage Mines
18. Ontario Genealogical Society
19. Brant Heritage Association
20. Paris District High School
21. Laurier Brantford
22. Mohawk College
23. Paris Elementary Schools
24. Grand Erie Education Archives
25. County of Brant (Recreation)
26. Brantford Tourism
27. Paris Business Improvement Association
28. Grand River Conservation Authority
29. Springtime in Paris
30. Cobblestone Festival
31. Paris Fair (Special Events)
32. Christmas in Paris
33. Mary Maxim
34. Lions Club
35. Paris Chamber of Commerce
36. Kiwanis Club
37. Rotary Club
38. Paris Parks Foundation
39. Cinema
40. Riveredge (Can Art and Writing
41. Book Clubs