

TO: Mayor Savage and Members of Halifax Regional Council

SUBMITTED BY: Original Signed by 

Jacques Dubé, Chief Administrative Officer

DATE: November 20, 2019

SUBJECT: Long-term Sustainability of the Bus Stop Theatre Cooperative

ORIGIN

February 21, 2019 Motion of Community Planning and Economic Development Standing Committee:

MOVED by Councillor Smith, seconded by Councillor Outhit
THAT the Community Planning and Economic Development Standing Committee request a staff report to identify potential funding options for the proposed expansion of the Bus Stop Theatre facility as outlined in the February 21, 2019 presentation. MOTION PUT AND PASSED.

June 4, 2019 Motion of Halifax Regional Council:

MOVED by Councillor Smith, seconded by Councillor Austin
THAT Halifax Regional Council:

1. Decline the request for provision of a one-time contribution of \$500,000 from the 2019/2020 operating budget to The Bus Stop Theatre Cooperative;
2. Direct the Chief Administrative Officer to engage in discussions with the Bus Stop Theatre Company about a request for future funding as outlined in their business plan; and,
3. Pending the outcome of the discussions, direct the Chief Administrative Officer to return to the Community Planning and Economic Development Standing Committee with any subsequent recommendation prior to the budget deliberations for the next 2-year budget cycle (2021/2022 and 2022/2023).

MOTION PUT AND DEFEATED UNANIMOUSLY.

MOVED by Councillor Smith, seconded By Councillor Cleary
THAT Halifax Regional Council

1. approve the provision of a one-time grant to the Bus Stop Theatre Co-operative towards the purchase of the existing building at 2203 Gottingen St. in the maximum amount of \$250,000 phased over two years to be considered as part of the 2020/2021 and 2021/2022 budget, conditional upon:
 - a. receipt of documentation including a detailed feasibility study, financial proforma statements and other information identified in the discussion section of the staff report dated May 17th, satisfactory to Halifax Regional Council; and

- b. Confirmation that the balance of funding required to purchase the building has been secured from other government funders and corporate fundraising;
2. Direct the Chief Administrative Officer (CAO) to prepare a letter to the Bus Stop Theatre Cooperative outlining HRM's conditional commitment, to assist them with securing further funding; and
3. Direct the CAO to report back and make a recommendation to Regional Council upon receipt of the information. MOTION PUT AND PASSED.

LEGISLATIVE AUTHORITY

Halifax Regional Municipality Charter

79A (1) Subject to subsections (2) to (4), the Municipality may only spend money for municipal purposes if

(a) the expenditure is included in the Municipality's operating budget or capital budget or is otherwise authorized by the Municipality.

RECOMMENDATION

It is recommended that Halifax Regional Council:

1. Approve the provision of a one-time contribution of \$250,000.00 to the Bus Stop Theatre Co-operative towards the purchase of 2203 Gottingen Street and 2268 Maitland Street. The contribution is to be phased over two years, to be considered as part of the 2020/2021 and 2021/2022 budget, conditional on:
 - a. proof of financial commitments as outlined in the Bus Stop Theatre Co-operative Feasibility Study, satisfactory to the CAO, for the balance of funding for the purchase, to be provided to HRM by the Bus Stop Theatre Co-operative prior to June 1, 2020; and
 - b. the execution of a contribution agreement between HRM and the Bus Stop Theatre Co-operative in accordance with the terms as outlined in Table 5.
2. Authorize the CAO negotiate and enter into a contribution agreement with the Bus Stop Theatre Co-operative that is consistent with terms as outlined in Table 5.

BACKGROUND

This report originates with a request for funding in the amount of \$500,000 from Bus Stop Theatre Cooperative (BSTC) as presented to the Community Planning and Economic Development Standing Committee (CPED) on February 21, 2019. During BSTC's presentation, it was stated that a response to the funding request was required by June 2019, due to the impending sale of the privately-held building which houses the BSTC. The funds were intended to be used by BSTC to purchase the building. The estimated purchase price of building and parcel of lands were listed in the business plan at \$725,000. During the presentation, BSTC indicated that a closing extension until June 3, 2020 could be negotiated with the owner, if a credible intent to purchase was presented by June 3, 2019.

The original business plan, developed by Strategic Arts Management through funding provided by the Province of Nova Scotia (Department of Communities, Culture and Heritage), outlined the Cooperative's plan to:

- purchase the existing building along with associated lands to the rear (civic addresses 2203 Gottingen Street and 2268 Maitland Street, respectively);
- renovate the existing ground floor 70+ seat theatre space;
- develop cultural office space on the second floor (currently rental-income residential); and
- expand the cultural programming footprint of the existing space through the development of a second facility in the currently-undeveloped plot to the building's rear.

Subsequent to the February 2019 CPED presentation, on June 4, 2019, staff presented a report to Council with a recommendation to decline the funding request for \$500,000 towards the purchase of the BSTC facility as part of the 2019/20 budget due to a lack of capacity of available funds. Regional Council passed an alternate motion which directed a phased approach to the provision of a \$250,000 grant to be used towards the purchase of the existing building along with the parcel of land to the rear (civic addresses 2203 Gottingen Street and 2268 Maitland Street, respectively). Funding in the amount of \$125,000 in 2020/21 and \$125,000 in 2021/22 has been recommended for consideration as part of upcoming budget deliberations.

In July 2019, under direction of the CAO, staff met with BSTC and their architectural consultant, to outline the documentation required to satisfy Council's direction. As Council's motion focused on the purchase of the building and parcel of land as the immediate funding priority, BSTC were advised to prepare a feasibility study that included information pertaining to the purchase of the building, parcel of land and renovations to the existing space that would remedy the building maintenance concerns. Therefore, the subsequent phases outlined in the original BSTC Business Plan, specifically the major renovation and the new building addition have not been considered in respect to this funding request.

BSTC submitted the following documentation in October 2019:

- Feasibility Study and Pro Forma Financial Statements, prepared by Strategic Arts Management, (Attachment 1);
- Phase 1 Environmental Site Assessment of 2203/2205 Gottingen St and 2268 Maitland St. included as Attachments in the January 28, 2020 In-Camera report;
- Independent Property Appraisal, included as Attachments in the January 28, 2020 In-Camera report; and
- Exit Analysis and other Code Compliance issues for the new Bus Stop Theatre report prepared by Peter Henry Architect.

DISCUSSION

In cases where funding has been awarded outside an established municipal grant program, specific conditions are required and considered in the assessment of the funding request. While the contribution towards the purchase of a building is not a common funding request it is considered a capital grant and not without precedence. Examples of recent capital grants in support of the purchase of property by not-for-profit organizations would include the 2016 Nova Scotia Nature Trust 100 Wild Islands (\$300,000) for the purchase of lands and Tennis Canada towards the purchase of the Nova Scotia Regional Tennis Development Centre (\$2.5 M). In those cases, the funding aligned with the Council Priority area of Healthy, Liveable Communities.

As with other recent capital grant requests specific to the support of cultural facilities, staff have consistently applied criteria and information to assess the viability of the project. This may include but is not limited to:

1. A feasibility study, financial statements from previous years of operation, property leases if required; long-term financial plan, building assessment and property assessment;
2. The project's alignment with Council Priority Outcomes;
3. Comparative Facility and Market Demand Analysis;
4. The timing of the funding request (i.e. whether it falls within a timeframe that allows consideration during Council budget-cycle development and subsequent deliberations); and;
5. Confirmation of other sources of project funding from government, private fundraising and sponsorship, and /or market financing that has been secured or detailed plans to secure these funds.

An internal team with staff from Parks and Recreation (Culture & Events and Community Partnerships), Finance, Corporate Real Estate and Corporate Facility Design and Construction evaluated the BSTC feasibility study, Pro Forma Financial Statements, Phase 1 Environmental Site Assessment of 2203/2205 Gottingen Street and 2268 Maitland Street and the Independent Property Appraisal. The evaluation focused on the above measures with the goal to identify immediate and long-term risks and benefits of supporting the project.

As noted in Table 1a, the amended BSTC project expenses total \$1,210,000 as compared to their original budget (Table 1b) of \$6,500,000, a difference of \$5,290,000. Table 2a outlines anticipated funding sources identified by BSTC with the previous proposed funding outlined in Table 2b. On November 18, 2019 staff were notified the BSTC had confirmed a purchase agreement in place with a confirmed purchase price of \$830,000. As a percentage of the total project, this significantly changes the magnitude of the request to Council, the initial request of \$250,000 has gone from being approximately 8% of the budget to being 21% of the budget.

Table 1a- Amended BSTC Feasibility Study Budget

Total Project Expense	
Building and land purchase and related expenses	\$850,000
<i>Construction Costs</i>	<i>\$256,550</i>
Other Development Costs	\$ 40,450
Contingency (15%)	\$44,550
Administration and fundraising support	\$18,450
Total	\$ 1,210,000

Table 1b- Original BSTC Business Plan Budget

Total Project Expense	
Building and land purchase and related expenses	\$ 725,000
New theatre and rehearsal halls	\$ 3,641,578
Revive current Bus Stop Theatre	\$ 1,252,990
Contingency (15%)	\$ 842,935
Administration and fundraising support	\$ 37,496
Total	\$6,499,999

Table 2a - Amended BSTC Feasibility Study Funding Sources

Source of Funds	Total Request	2020	2021	2022
Federal Government	\$355,000	\$355,000	\$0	\$0
Provincial Government	\$355,000	\$0	\$355,000	\$0
Municipal Government	\$250,000	\$125,000	\$125,000	\$0
Private sector fundraising	\$250,000	\$150,000	\$75,000	\$25,000
Total	\$ 1,210,000	\$630,000	\$555,000	\$25,000

Table 2b - Original BSTC Business Plan Funding Sources

Original BSTC Proposed Funding Plan					
Source of Funds	Total Request	2019	2020	2021	2022
Federal Government	\$2,500,000	\$420,000	\$787,500	\$660,000	\$632,500
Provincial Government	\$2,500,000	\$420,000	\$787,500	\$660,000	\$632,500
Municipal Government	\$ 500,000	\$0	\$0	\$250,000	\$250,000
Private sector fundraising	\$1,000,000	\$0	\$325,000	\$330,000	\$345,000
Total	\$ 6,500,000	\$840,000	\$1,900,000	\$1,900,000	\$1,860,000

1. Summary of Documentation

The Feasibility Study

The study was compiled by Strategic Arts Management. The following is a summary as outlined in the study:

- Renovation and design costs are estimated at \$342,000, including contingency and development costs. The main upgrades will include: front building façade upgrade; electrical/cosmetic upgrade to audience chamber; back stage technical space upgrades; accessibility upgrades to 3 washrooms and lobby/bar space; stair hall upgrades and addition of lobby furniture, signage and storage upgrades. The study states that there is leeway in the scale of the renovations.
- The study estimates that the savings from rental payments and the rental income from the 2 apartments will offset the additional operational and staffing costs.
- If the full amount of funding from other levels of government is not secured, BSTC would be eligible for a mortgage of \$130,000 to offset funding gaps. This mortgage would require a Guarantor and the BSTC has recently advised there are 2 credit union organizations that have expressed interested in providing financing support to the project.

The Site Assessment and the Code Compliance

While details of this assessment report are confidential, staff confirm that the report was conducted by a qualified firm, Englobe Corporation, and meets the conditions set out in the reporting requirements to BSTC. Staff confirm that the building is 4,000 square feet, one-hundred years old and has condition issues consistent with a building of that age and construction.

The Real Estate Appraisal

The appraisal of 2203 Gottingen St. and 2268 Maitland St. was prepared by Cushman & Wakefield ULC, and the report is confidential, although the findings may be shared with potential lenders. It meets the conditions set out in the reporting requirements to BSTC.

As information on the Appraisal Report and the Building Condition Assessment is confidential, information related to those documents is found within the companion In Camera report.

2. Strategic Alignment to Council Priority Areas

As part of the evaluation process, the team ranked the role of the BSTC in the regional center and the theatre and performing arts community using the Strategic Alignment Evaluation Criteria, Table 3. As shown in Table 4, of the 6 Council priority areas the BSTC moderately aligns with 1 of the outcome areas, Economic Development, supporting cultural activities and the arts to bolster the creative economy and the vitality of the region; and indirectly supports 2 outcomes, Social Development, aligned specifically with the outcomes of promoting Halifax as a diverse and inclusive community and Healthy Livable Communities in the role of providing affordable access to theatre (leisure activities) for presenters and citizens. The Strategic Alignment Evaluation Criteria as shown in Tables 3 and 4 is a tool used to assist in staff evaluation of budget considerations.

Table 3 Strategic Alignment Evaluation Criteria

SCORE	DESCRIPTION
3	The project has as its primary objective to support/promote one or more of the Priority Area outcomes.
2	The project is one of several factors that contributes toward achieving one or more of the Priority Area outcomes, but they are not the primary reason for carrying out the project.
1	The project indirectly supports one or more of the Priority Area outcomes as a side benefit.
0	The project does not relate to any of the Priority Area outcomes.

Table 4 The BSTC Project Council Priority Outcomes Alignment

SCORE	Council Priority Outcomes
2/3	Economic Development: <ul style="list-style-type: none"> Recognise and support heritage, cultural activities and arts to bolster the creative economy and vitality of the region. Halifax has a vibrant, animated and economically healthy Regional Centre that is a cultural, business and education hub with a growing population.
1/3	Social Development: <ul style="list-style-type: none"> Halifax is a diverse and inclusive community that supports everybody.
1/3	Healthy Livable Communities <ul style="list-style-type: none"> Halifax citizens have access to facilities and natural assets that enable a range of choices for structured and unstructured leisure and recreation activities.

3. Comparative Facility and Market Demand Analysis

During its initial years (2003-2012), the theatre operated as a private business/social enterprise with a mandate “to develop, present and promote original Canadian theatre”. The business model of the Theatre was to provide accessible venue space to emerging artists and community interests at an affordable and subsidized rate. Incorporated in 2012, the BSTC is an active non-profit Cooperative registered under the Nova Scotia Registry of Joint Stocks.

The Bus Stop Theatre presently operates with a mandate of providing an affordable, professionally run venue for small to medium sized organizations. The facility is a high-demand space, with the 2019 usage of approximately 275 out of 355 available days booked by a diverse group of users, primarily emerging artists and artistic groups. Two modest, small-scale community theatre venues in the community that supported emerging artist groups, The Waiting Room and The Living Room, have recently closed, causing a further gap in affordable urban performance space. Due to the rental rates, the compact space provides a more affordable option for performance space rather than the larger and more costly spaces such as the Rebecca Cohn Auditorium, Neptune Theatre’s Fountain Hall, Spatz Theatre and Alderney

Landing Theatre. With the BSTC's continued operation in the North End, the immediate need for cultural spaces within the center urban core becomes less of a deterrent to experimental cultural expressions and performances. During the presentation to CPED in February 2019, BSTC presented over 80 letters of support from local theatre companies, musicians, dance companies and members of the public.

4. Confirmation of other sources of project funding

Federal Funding

In discussions on this file with staff from the Government of Canada's Canada Cultural Spaces Fund it is confirmed the Bus Stop Theatre Cooperative Ltd. has submitted an application for funding under the feasibility study component of the Canada Cultural Spaces Fund (CCSF). Following the outcome of the feasibility study, it is expected that another application will be submitted to the Canada Cultural Spaces Fund for the purchase and renovation/construction of the Bus Stop Theatre.

While guaranteed funding support for this project is unavailable at this time, CCSF staff confirm the applicant is eligible to the program and that the project, as discussed thus far, is eligible as well. The program would require that an application be submitted as per the program guidelines and would then be assessed as per the evaluation process in order for a decision to be made on the project.

In addition, as stated in the Canada Cultural Spaces Fund program guidelines: *"The CCSF cannot recommend a project for approval before two-thirds of the total funding required has been confirmed"*. Therefore, a favorable recommendation on the file would not be possible until 2/3 of funding is achieved, which would include HRM's contribution of \$250,000 and other sources of funding raised by BSTC for the remaining balance of \$245,000.

At this time, staff from the CCSF have stated, "funding for the feasibility study has been approved and it is possible that the Department would also support the project for purchase should everything proceed as planned".

Provincial Funding

With regards to Provincial funding, The Bus Stop Theatre Cooperative Ltd. has been in contact with the Culture and Heritage Development Division of the Nova Scotia Department of Communities, Culture and Heritage (CCH) with respect to the project. CCH staff confirm the Department provided \$30,000 in support of the creation of a business plan to address the long-term stability of the Cooperative in its present location on Gottingen St. Recently the Department approved an application to support the feasibility study under the One Time Emerging Culture and Heritage Initiatives Program.

The BSTC has submitted a request for \$355,000 from the Department for the renovation component to the expansion project. While CCH cannot provide funds to organizations to purchase properties, funding may be provided to organizations for capital improvements. In addition, the project proponents have requested \$30,000 in on-going operating support. While CCH cannot guarantee funding support for the project at this time, they confirm that the project has met eligibility and early evaluation criteria and is being given serious consideration.

Private Fundraising Campaign

With regards to the BSTC capital fundraising plan, BSTC have identified a fundraising goal through private sector contributions of \$250,000 over the next 3 years and a target of \$150,000 by the time of purchase in 2020. In November, BSTC confirmed that \$145,000 has been raised to date.

5. Timing of Request

The initial funding request came to CPED on February 21, 2019, which precluded the request as part of the 2019/2020 budget deliberations or parking lot deliberations. The timing also precluded consideration in the 2019/2020 Provincial Communities, Culture & Heritage (CCH) budget capacity. As stated above, the BSTC has not currently secured the funding (two-thirds of the total project budget) to meet the terms of the

Government of Canada Cultural Spaces Fund (CCSF). Conditional municipal funding is required in advance of application to the CCSF program.

Project Risks

Based on the internal staff evaluation, the following risks are identified:

Immediate Risks:

- The timing of the sale of the building is ambitious, creating potential challenges in securing the required funding.

BSTC has operated successfully as the manager of the theatre and as the lessor since 2015; however, their operational model as manager of the theatre and concurrent owner of the building has not been tested. It is not known if financial pressure will necessitate significant changes to the current operational model such as increasing rental rates, thereby impacting the subsidized nature of the facility. Should this occur it could undercut the value of the project as to the affordability and access that HRM is supporting through the grant.

The Pro Forma financial statements make certain assumptions within the 5-year time frame:

- Inflation and CPI have not been accounted for;
- Projected revenue over expenditure for 2019 to 2024 is marginal and may not be able to incorporate a contingency or unexpected significant expense;
- There may be property tax implications upon the sale of the building;
- Significant revenue (\$30,000) via an operating grant through the Province of Nova Scotia (Department of Communities, Culture and Heritage) has not been officially confirmed at the time of report writing;
- The stated revenue (\$30,000) via bar sales has not been tested, as the BSTC has not been the operator of the bar.

The balance of funding identified in the Pro Forma financial statements has not been secured:

- There is a contingency plan of securing a bridging mortgage of up to \$130,000 if total funding has not been received. This would require a guarantor, which could have financial implications. The potential mortgage payments are not reflected in the Pro Forma statements.

Risk Mitigation

HRM's contribution to organizations can be a strategic opportunity to support sectors and provide a strong public benefit to citizens linked to HRM's strategic goals and Council priority areas. The municipality has made monetary contributions to community and cultural venues through property leasing, below market sales and grants for capital expenditures. In the absence of a funding program for large capital grants, awards may be issued outside an established municipal grant program under a Contribution Agreement. In terms of funding to cultural groups in support of cultural venues, HRM has made two significant recent commitments. The submissions from Culture Link Performing Arts Society and 1588 Barrington Building Preservation Society provided a feasibility study, building condition assessment, projected 5-year capital and operating budgets, and in the Culture Link case, signed agreements with other levels of government and private funding partners. Both projects support different disciplines and geared towards artists in varying stages of careers.

It is anticipated that the contribution agreement with BSTC would be consistent with the above examples and other capital grant requests. Key terms and conditions consistent with other contribution agreements would include:

Table 5 General Key Terms and Conditions of Contribution Agreements

<p>HRM's contribution to BSTC will be two hundred fifty thousand dollars (\$250,000.00), to be used by the BSTC solely for the acquisition of the properties at 2203 Gottingen Street and 2268 Maitland Street, Halifax (the "Properties"), contingent on the execution of a contribution agreement.</p> <p>a) the contribution amount is a fixed contribution made directly to BSTC, and HRM is not liable for any of the BSTC's costs for the acquisition of the Properties, nor is it a guarantor of BSTC or the Properties;</p> <p>b) the contribution amount represents HRM's complete financial commitment to BSTC for the acquisition of the Properties and there shall be no supplemental or incremental funds available;</p> <p>c) the contribution amount will be payable in two installments, each of one hundred twenty-five thousand dollars (\$125,000.00);</p> <p>d) BSTC will indemnify HRM.</p>
<p>HRM's contribution shall be contingent on written confirmation in a form satisfactory to HRM of the contribution from the Government of Canada that achieves the cumulative, total project funding to be funded as outlined in the Project Summary and Table 2a, prior June 1, 2020 and prior to the disbursement of any of HRM's contribution.</p>
<p>HRM's contribution cannot be used towards renovation costs, purchase of equipment and fixtures or operational costs.</p>
<p>Payment schedule to be negotiated with BSTC, but first installment to occur on closing of the acquisition of the Properties by BSTC. Proof satisfactory to HRM shall be provided by BSTC to HRM evidencing the close of the transaction.</p>
<p>HRM's funding shall be contingent on Regional Council's approval of the expenditure in the applicable fiscal year budget process.</p>
<p>HRM's funding to be contingent on the continued operational use as a theatre space, and in accordance with the business model as described in the Feasibility Study.</p>
<p>HRM's funding shall be contingent on BSTC's continued status as a non-profit co-operative.</p>
<p>HRM's funding is contingent upon BSTC's continued ownership and operation of the Properties for ten years following the purchase. In the event that BSTC ceases to be the owner of the Properties or the operator of the theatre, repayment of the contribution amount of two hundred and fifty thousand dollars (\$250,000) shall be required as follows:</p> <p>a) Within two years of the date of closing, 100%</p> <p>b) Within five years of the date of closing, 75%</p> <p>c) Within 10 years of the date of closing, 50%</p>

FINANCIAL IMPLICATIONS

The recommended funding has been identified as a pressure to the 2020/2021 and 2021/2022 Parks & Recreation budget. The source of funding is dependent on upon Council approval and will be identified in the annual budgetary approvals. BSTC currently receives operational funding through the HRM Professional Arts Grant operational funding. BSTC received \$10,000 in 2018.

RISK CONSIDERATION

The assessed risk to the Municipality is low and primarily reputational. Risks associated with provision of grant funding are mitigated through the requirement of a contribution agreement.

COMMUNITY ENGAGEMENT

Not applicable in relation to unsolicited funding request.

ENVIRONMENTAL IMPLICATIONS

None Identified

ALTERNATIVES

Halifax Regional Council may recommend that:

Alternative 1: Regional Council may decline to provide funding outside an established municipal grant program and refer the Society to the 2020 Community Grants Program.

Alternative 2: Regional Council may elect to approve the funding in one allocation of \$250,000 as part of the 2020/21 Budget deliberations, pending confirmation of the balance of funding by BSTC.

ATTACHMENTS

Attachment 1: BSTC Feasibility Study

A copy of this report can be obtained online at halifax.ca or by contacting the Office of the Municipal Clerk at 902.490.4210.

Report Prepared by: Elizabeth Taylor, Manager Culture and Events, 902.490.4387
Kellie McIvor, Cultural Asset Manager, Culture and Events 902.490.1955

BUS STOP THEATRE FEASIBILITY STUDY

September 2019

Bruce Klinger
Strategic Arts Management

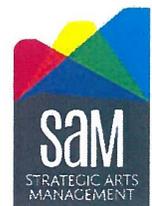


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PRO FORMA FINANCIAL PROJECTIONS
ABOUT THE CONSULTANT



BUS STOP THEATRE COOPERATIVE MISSION & MANDATE

MISSION STATEMENT

The Bus Stop Theatre Cooperative's mission is to showcase and develop the artistic and cultural life of Halifax, Nova Scotia and beyond by operating an accessible and professionally run venue located in Halifax's north end.

MANDATE

The mandate of the Bus Stop Theatre Cooperative is:

To operate and maintain an affordable and professionally run venue that fosters the creation and production of works by emerging and established performance artists, contributes to the cultural life and economy of our city and province, and increases the regional and national presence of Atlantic voices.

To develop the professional skills of its membership and the broader performing arts community.

To foster community engagement and enable a diverse range of emerging artists to present works to the general public.

To remain responsive to the needs of the historic communities in north end Halifax, the needs marginalized communities of Nova Scotia, as well as to the needs of the Nova Scotian arts and culture community.



EXECUTIVE SUMMARY

Strategic Arts Management and consultant Bruce Klinger have been approached by the Bus Stop Theatre Cooperative (BSTC) to conduct a feasibility study regarding the purchase and ongoing operations of the building in which they operate and an adjacent property. BSTC had prepared an earlier and larger plan which involved major renovation and the addition of a second theatre space, however, this study only addresses an initial portion of that project.

Project and Community Context Review

The Bus Stop Theatre came into existence soon after Howard Beye purchased 2203 Gottingen in 2003. His goal was creating a practical, usable theatre space. In 2010 the building was sold to its current owners Walk Eh? Enterprises Inc. and management of the facility was transferred to Clare Waqué.

For the first decade of its life the venue was a private business, operated as a social enterprise, whose mandate was to develop, present and promote original Canadian theatre. Its success was in providing an affordable performance space which fostered emerging artists and a diverse community but the nature of the operations and clientele meant that services were being provided below cost. A new operational concept was necessary to ensure long term operations.

In 2012 the Bus Stop Theatre Cooperative was formed with the goal of taking over management of the theatre. The transfer of management of the theatre's operation to BSTC occurred in 2015. Since taking over operations BSTC has exhibited the ability to successfully manage a facility that has averaged over 235 rental days each year.

It recently became known that Walk Eh? Enterprises would be seeking to sell the property housing the Bus Stop Theatre, thus threatening the theatre's existence. BSTC prepared a Business Plan involving purchase of property, major renovation and the addition of a second space in the property immediately behind the current theatre. While BSTC were in discussions with three levels of government about the larger project the immediacy of the threat of the sale of the property within a year became a major focus.

In June of 2019 the Halifax Regional Municipality agreed to a conditional grant of \$250,000 over two years for the purchase of the property. Since that time BSTC have obtained capital fund raising pledges of approximately \$110,000. BSTC have now developed a more immediate and affordable plan for the purchase and renovation/upgrade of the Bus Stop Theatre property. These new plans will require contributions from the provincial and federal governments that would each, at least, match that of HRM. In addition total private sector fundraising of \$250,000 will be necessary.



Comparative Facility and Market Demand Analysis

The Bus Stop Theatre is currently the only space of its kind in the HRM with a mandate of providing an affordable professionally run venue for small to medium sized organizations. Spaces with similar goals had been located in the city but have recently closed. Other performing arts spaces that do exist in the city tend to be too large, too expensive or too unavailable for the main clientele of BSTC.

The fact the Bus Stop has averaged 235 rental days over the past four years, and that they have been in the position of having to turn away hundreds more days of potential rentals just in this past year, indicates there is more than enough market demand in the city for the services BSTC provides.

Governance Structure and Organizational Capacity

The Bus Stop Theatre Cooperative is governed by a Board of Directors (listed below) and administered by a professional part-time staff consisting of Sébastien Labelle, Executive Director; Audrey Eastwood, Venue Manager and Matthew Downey, Technical Director.

The Board and staff have show the ability to oversee the successful operations of the theatre since taking over in 2015 and there is nothing in the plans for the years subsequent to this proposed project to indicate they would not be able to continue to operate the facility successfully.

Officers:

Chair	Chelsea Dickie
Vice-Chair	Lara Lewis
Treasurer	Alexander Mills
Secretary	Denton Froese

Directors:

Susan Barratt	Sobaz Benjamin	Nicholas Cox	Nivie Dhami
Chelsea Dickie	Denton Froese	Alex Handyside	Lara Lewis
Alexander Mills	Adam Norton	Jacob Planinc	Liliona Quarmyne
Tara Taylor			



Capital Plan: Design, Renovation and Costing

The project BSTC is currently working towards requires the purchase of two properties owned by Walk Eh? Enterprises Limited for approximately \$850,000 and the following renovation/upgrades:

- Upgrade to the building façade
- Electrical and cosmetic upgrades to the audience chamber
- Repartitioning and cosmetic upgrades to back stage technical spaces
- Accessibility and cosmetic upgrades to the lobby/bar space
- Accessibility upgrades to the facilities washrooms
- Stair hall upgrades
- Furniture, signage and storage upgrades

Costs associated with these renovations have been budgeted at \$342,000 included other development costs and contingency (see breakdown below). In addition there will be interest and fees associated with financing needed to bridge the time between when costs are incurred and the time when all revenues associated with the project are received.

PROJECT BUDGET	
PHASES	AMOUNT
1 – LAND PURCHASE & RELATED	\$850,000
2 – CONSTRUCTION COSTS	\$256,550
3 – OTHER DEVELOPMENT COSTS	\$40,450
4 – CONTINGENCY (15%)	\$44,550
5 – INTEREST & FEES	\$18,450
TOTAL PROJECT EXPENSE	\$1,210,000
FEDERAL GOVERNMENT	\$355,000
PROVINCIAL GOVERNMENT	\$355,000
MUNICIPAL GOVERNMENT	\$250,000
PRIVATE SECTOR FUNDRAISING	\$250,000
TOTAL PROJECT REVENUE	\$1,210,000

Given:



BSTC should be able to achieve their plans within the 1.21 million dollar budget envelope.

Business Plan Analysis

The plans BSTC have come up with for operations in the next five years are only materially different from the operations the BSTC have been able to successfully oversee in the past several years in the elements related to the ownership of the building as opposed to leasing space in the building. Savings from the lack of rental payments and the addition of rental income from apartments should be more than enough to cover the additional operating costs of the building and the increases in staffing costs.

It should be noted that these plans assume garnering enough revenue for purchase and renovation of the property to cover all the costs of that project. Explorations with its banker to date suggest it may be difficult for BSTC to obtain a mortgage from traditional commercial avenues beyond the \$130,000 range due to the not-for-profit nature of their operations. While it could be possible for BSTC to afford a mortgage on the property larger than that amount by lowering the increases to staffing allotments it would probably be wise to view the \$130,000 range a maximum amount to be comfortably handled by the organization.

Given the caveat that the business plan does rely on the obtaining of specific revenues for their capital project to pay for the vast majority of the costs related to the project there is no obvious reason why BSTC could not successfully complete operations as outlined in the pro-forma projections included in this study.

Recommendations and Conclusions

The Bus Stop Theatre has been in existence for over fifteen years and has been successfully run by the Bus Stop Theatre Co-operative since 2015.

The urgency of the situation BSTC finds itself in at the moment is not related to operational issues but rather the potential sale of the building the Bus Stop Theatre has operated in since 2003.

BSTC's current plan to purchase and renovate/upgrade the facility does not call for major changes in their operations. There will be added building operation costs but they will be more than offset by the lack of a rental payment for their space and rental income coming in from two apartments in the building.

There is no apparent reason why BSTC should not be able to continue to successfully operate under their mandate following the purchase and renovation/upgrade of the properties in question provided:

- a) contributions from the federal and provincial governments at least match the amount already identified by the Halifax Regional Municipality;
- b) costs of renovations/upgrades are kept to a point where no more than a \$130,000 mortgage would be necessary after completion of the project.



PROJECT & COMMUNITY CONTEXT REVIEW

The Bus Stop Theatre was founded by its original owner/operator, Howard Beye, in 2003. He understood the lack of an affordable, properly equipped, small/mid-sized performance space in Halifax as he struggled to find a venue for his own artistic pursuits. Mr. Beye purchased and renovated the old pharmacy at 2203 Gottingen Street to be that space.

As he worked on needed renovations the space gradually became a practical, usable space for many artistic endeavours and became known by more and more people involved in Halifax's independent arts scene.

In 2008 Mr. Beye felt the need to pass the torch and move on to other projects. Lee Anne Poole stepped up to operate the Bus Stop and attempted to make it more accessible as a venue. Ms. Poole's work at the Bus Stop raised the reputation of the space, and people's appreciation for it.

The building's ownership and operations transferred to the management of Clare Waqué at the end of March 2010. Ms. Waqué was able to continue the expansion and importance of the Bus Stop's position in Halifax's independent arts scene and was able to enhance collection of financial and operation records to increase the understanding of the community the theatre serves.

For the first decade of its life the venue was a private business, operated as a social enterprise, whose mandate was to develop, present and promote original Canadian theatre. Its success was in providing an affordable performance space which fostered emerging artists and a diverse community but the nature of the operations and clientele meant that services were being provided below cost. A new operational concept would be necessary to ensure long term operations.

In 2012 the Bus Stop Theatre Cooperative (BSTC) was formed with the goal of expanding the extent to which the space could be accessible to a wide range of companies and independent artists. From 2012 through 2015 a board of diverse stakeholders worked to develop by-laws, a business plan, legal and financial mechanisms to allow it to take over the management of the theatre's operations. In 2015 the cooperative found leadership and direction through contract employment from Jeremy Banks, Sébastien Labelle, Matthew Downey and Clare Waqué. Sébastien Labelle and Matthew Downey continue on the management and operations leadership and have been joined by Audrey Eastwood as Venue Manager.

The first complete fiscal year following the Cooperative's takeover of operations was 2016. In the subsequent three years of complete operations the Cooperative has been able to show the need for, and viability of, this type of operation in the most significant metropolitan area east of Montreal and north of Boston.

In its decade and a half existence the Bus Stop has been a home for countless theatre workshops, rehearsals, show runs and wrap parties, as well as music, dance, spoken word, movies and art shows.



When it recently became apparent that the owners of the building the Bus Stop Theatre occupies were looking to sell it became a near term crisis for the existence of the theatre. BSTC responded to this challenge by preparing a plan to not only address their near term problem but also help solve the worrisome trend in the city of Halifax which has resulted in the recent loss of other affordable performance/rehearsal spaces in the city. That larger plan was presented to all levels of government but the rapidly approaching deadline of the building being sold required more urgent action.

In June 2019 the Halifax Regional Municipality stepped up with an offer of \$250,000 over a two-year period towards BSTC's purchase of the building. Other discussions were held with representatives of the federal and provincial governments concerning their participation with an initial project which would enable BSTC to purchase the properties in question and provide some needed upgrades and renovations to the theatre spaces. The federal government's participation would likely come from the Department of Canadian Heritage's Cultural spaces fund and could be used towards the purchase of the building. While the Province of Nova Scotia has expressed willingness to participate in this initial project they have restrictions that will not allow their funds to go to the purchase of property.

Publicity surrounding the Bus Stop Theatre's dire circumstances prompted a significant community reaction including a private sector pledge of \$100,000 towards the purchase of the building along with a number of other donations and pledges quickly adding another \$10,000. BSTC are also in discussions with a new donor regarding another significant contribution to this project.

The focus of the BSTC project and this feasibility study has now become the purchase of the property with some modest upgrades and renovations (see budget below).

PROJECT BUDGET	
PHASES	AMOUNT
1 – LAND PURCHASE & RELATED	\$850,000
2 – CONSTRUCTION COSTS	\$256,550
3 – OTHER DEVELOPMENT COSTS	\$40,450
4 – CONTINGENCY (15%)	\$44,550
5 – INTEREST & FEES	\$18,450
TOTAL PROJECT EXPENSE	\$1,210,000
FEDERAL GOVERNMENT	\$355,000
PROVINCIAL GOVERNMENT	\$355,000
MUNICIPAL GOVERNMENT	\$250,000
PRIVATE SECTOR FUNDRAISING	\$250,000
TOTAL PROJECT REVENUE	\$1,210,000

BSTC have had preliminary discussions with their banker (TD) regarding long term financing of the project. Due to the not-for-profit nature of the business and the TD banks commercial lending policies the preliminary calculations appear to show a maximum mortgage in the \$130,000 range. Larger and shorter term loans while approved government funding comes in are likely possible but those would need the signed agreements as collateral.

In order for this project to be reasonably achieved within the parameters currently set by commercial lenders the BSTC will need to garner either the full amounts being requested from the federal and provincial governments or at least amounts from each matching the Halifax Regional Municipality's commitment while keeping costs of upgrades and renovations to no more than approximately \$250,000.



COMPARATIVE FACILITY & MARKET DEMAND ANALYSIS

The Halifax Regional Municipality is the largest population centre and the entertainment capital for Atlantic Canada, particularly as it relates to the not-for-profit arts and culture sector. The vibrancy of this sector in Halifax can be seen through the demand for the current Bus Stop Theatre and the number of groups that the Bus Stop has had to turn away through lack of availability.

Over the last four years the Bus Stop has had average usage of approximately 235 days per annum from a diverse group of users. Information collected by Bus Stop staff so far in 2019 suggest the Bus Stop has had to turn away 69 booking request translating into 213 days of artistic output lost or deferred. In addition another 29 days of rentals have had to be turned away for 2020. These last statistics do not count groups that were not in touch because they were aware of the BSTC's unavailability through other means. All of this data would indicate that the demand for rental space at the Bus Stop Theatre far exceeds the number of days they have available.

	2018		2017		2016		2015	
	#	%	#	%	#	%	#	%
Rental	84	79%	79	74%	50	58%	61	56%
Educational (In-house)	4	4%	4	4%	9	10%	3	3%
Produced/Co-Pro	19	18%	24	22%	27	31%	44	41%
Total Events	107		107		86		108	
Days booked	256		202		198		280	
Artists involved	867		624		708		1039	
Audience count	12635		11564		8093		10803	
Theatre	36	34%	47	44%	29	31%	40	37%
Music	17	16%	24	22%	14	15%	22	20%
Comedy/Improv	12	11%	5	5%	6	6%	15	14%
Film	13	12%	9	8%	7	8%	3	3%
Community	3	3%	3	3%	4	4%	10	9%
Workshop	6	6%	4	4%	12	13%	6	6%
Fundraiser	5	5%	2	2%	6	6%	3	3%
Rehearsal only	2	2%	4	4%	0	0%	2	2%
Dance	4	4%	5	5%	3	3%	0	0%
Magic	2	2%	1	1%	1	1%	1	1%
Other	7	7%	3	3%	11	12%	7	6%

The size and affordability of the Bus Stop's current space puts it in a relatively unique position in the city especially with the recent closures of The Waiting Room and The Living Room, spaces that had been available for performances and/or rehearsals at a relatively reasonable rate.

Other performing arts spaces in the city tend to be either too large and/or too expensive (Rebecca Cohen Auditorium, Spatz Theatre, Neptune Theatre's Fountain Hall and to a lesser extent the Alderney Landing Theatre); insufficiently available for rental (Dalhousie's Sir James Dunn Auditorium and Studio Theatre); or too purpose built for one art form (The Music Room).

When BSTC made their pursuit of this project known the sheer number of letters of support that have been received for this project were incredibly impressive and indicative of the importance of Bus Stop Theatre to the performing arts community in Halifax and the demand for the services that BSTC can provide.



GOVERNANCE STRUCTURE & ORGANIZATIONAL CAPACITY

The Bus Stop Theatre Cooperative is governed by a volunteer Board of Directors and managed by a professional staff. Financial realities have meant there was only a limited amount of time for which the staff can be compensated however recent increases in operating support from the provincial and municipal governments have helped that situation somewhat and the organization's plan is to further increase staff time through the successful completion of this project.

The Cooperative's Board of Directors are listed below with biographical information of the Board Chair and Treasurer.

Officers:

Chair	Chelsea Dickie
Vice-Chair	Lara Lewis
Treasurer	Alexander Mills
Secretary	Denton Froese

Directors:

Susan Barratt	Sobaz Benjamin	Nicholas Cox	Nivie Dhami
Chelsea Dickie	Denton Froese	Alex Handyside	Lara Lewis
Alexander Mills	Adam Norton	Jacob Planinc	Liliona Quarmyne
Tara Taylor			

Chelsea Dickie – Board Chair

[REDACTED]

[REDACTED]

Alex Mills – Board Treasurer

[Redacted text block]

Current management include:

Sébastien Labelle - Executive Director

[Redacted text block]

[Redacted text block]

[Redacted text block]

Audrey Eastwood – Venue Manager

[Redacted text block]



[Redacted text block]

Matthew Downey – Technical Director

[Redacted text block]

[Redacted text block]



CAPITAL PLAN: DESIGN, RENOVATION & COSTING

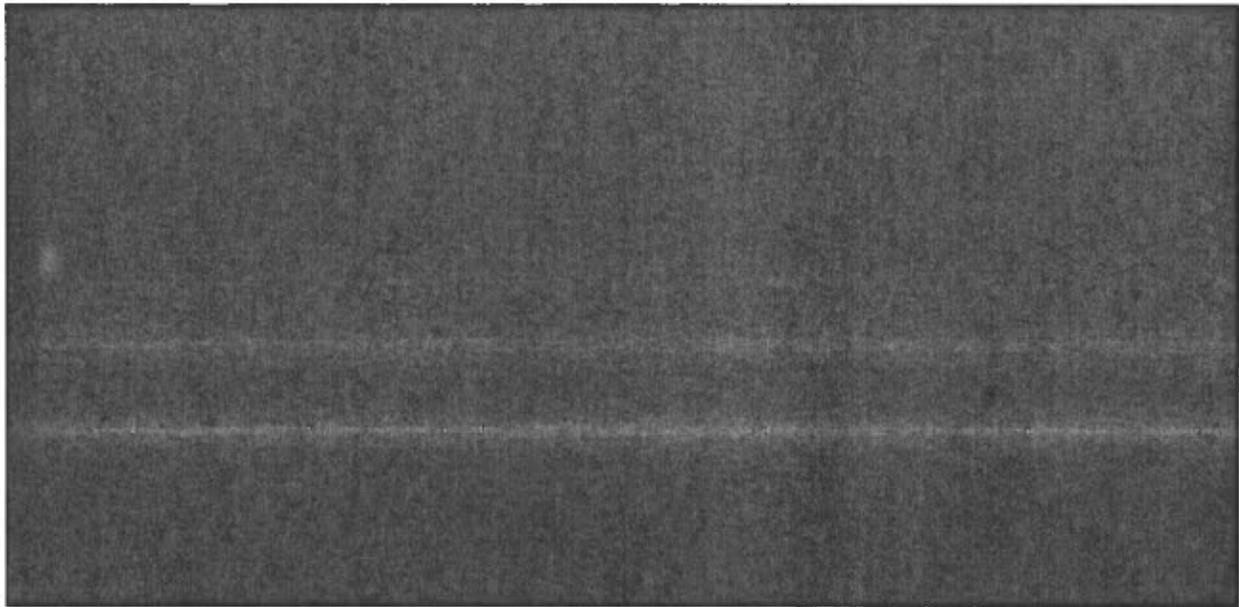
The project BSTC is currently working towards requires the purchase of two properties owned by Walk Eh? Enterprises Limited (the property currently housing the Bus Stop Theatre and the property in back of the theatre currently used for parking). [REDACTED]

BSTC have also been working with Peter Henry Architects regarding renovations to the Bus Stop Theatre facility once the purchase of the property is finalized. Items to be dealt with in this renovation include:

- Upgrade to the building façade
- Electrical and cosmetic upgrades to the audience chamber
- Repartitioning and cosmetic upgrades to back stage technical spaces
- Accessibility and cosmetic upgrades to the lobby/bar space
- Accessibility upgrades to the facilities washrooms
- Stair hall upgrades
- Furniture, signage and storage upgrades

Costs associated with these renovations have been budgeted at \$342,000 included other development costs and contingency (see breakdown below). In addition there will be interest and fees associated with financing needed to bridge the time between when costs are incurred and the time when all revenues associated with the project are received.

PROJECT BUDGET	
PHASES	AMOUNT
1 – LAND PURCHASE & RELATED	\$850,000
2 – CONSTRUCTION COSTS	\$256,550
3 – OTHER DEVELOPMENT COSTS	\$40,450
4 – CONTINGENCY (15%)	\$44,550
5 – INTEREST & FEES	\$18,450
TOTAL PROJECT EXPENSE	\$1,210,000
FEDERAL GOVERNMENT	\$355,000
PROVINCIAL GOVERNMENT	\$355,000
MUNICIPAL GOVERNMENT	\$250,000
PRIVATE SECTOR FUNDRAISING	\$250,000
TOTAL PROJECT REVENUE	\$1,210,000



BUSINESS PLAN ANALYSIS

The Bus Stop Theatre Cooperative have developed a plan for business activity over the next five years given a successful completion of their project to purchase and renovate the Bus Stop Theatre property. Their plans include no change in on-going operational support from its provincial or municipal sector support beyond what it has already achieved in the last two years. Pro-forma financial projections for this plan of activity are included as an appendix to this feasibility study.

Since taking over the operations of the theatre in 2015 the Cooperative have shown an ability to achieve their core mandate of operating and maintaining an affordable and professionally run performing arts venue while completing projects that compliment their mission. The new Business Plan contemplates continuing operations much the same as BSTC has experienced over the past several years with the following exceptions:

- BSTC took over the operations of bar services at the theatre in 2019 and these operations will continue
- As owner of its building BSTC will no longer have to rent its theatre space
- As owner of its building BSTC will gain rental income from the two apartments in the building
- As owner of the building BSTC will assume all operating costs of the building.

The savings from the lack of rental payments and the addition of rental income from apartments should be more than enough to cover the additional operating costs of the building and the increases in staffing costs. It should be noted that these plans assume garnering enough revenue for purchase and renovation of the property to cover all the costs of that project.

As noted in the discussion of the project earlier in this study, it may be difficult for BSTC to obtain a mortgage from traditional commercial avenues beyond the \$130,000 range due to the not-for-profit nature of their operations. While it could be possible for BSTC to afford a mortgage on the property larger than that amount by lowering the increases to staffing allotments it would probably be wise to view the \$130,000 range a maximum amount to be comfortably handled by the organization.

Given the caveat that the business plan does rely on the obtaining of specific revenues for their capital project to pay for the vast majority of the costs related to the project there is no obvious reason why BSTC could not successfully complete operations as outlined in the pro-forma projections included in this study.

RECOMMENDATIONS & CONCLUSIONS

The Bus Stop Theatre has been in existence for over fifteen years and has been successfully run by the Bus Stop Theatre Co-operative since 2015.

The urgency of the situation BSTC finds itself in at the moment is not related to operational issues but rather the potential sale of the building the Bus Stop Theatre has operated in since 2003.

BSTC's current plan to purchase and renovate/upgrade the facility does not call for major changes in their operations. There will be added building operation costs but they will be more than offset by the lack of a rental payment for their space and rental income coming in from two apartments in the building.

There is no apparent reason why BSTC should not be able to continue to successfully operate under their mandate following the purchase and renovation/upgrade of the properties in question provided:

- a) contributions from the federal and provincial governments at least match the amount already identified by the Halifax Regional Municipality;
- b) costs of renovations/upgrades are kept to a point where no more than a \$130,000 mortgage would be necessary after completion of the project.

Appendix I - Pro forma Financial Projections

BUS STOP THEATRE CO-OPERATIVE LTD. STATEMENT OF OPERATIONS	2016 ACTUAL	2017 ACTUAL	2018 PROJECTED	2019 PRO FORMA	2020 PRO FORMA	2021 PRO FORMA	2022 PRO FORMA	2023 PRO FORMA
Revenue								
Total Earned Revenue	58,886	68,728	78,267	84,262	105,500	127,200	127,200	127,200
Total Government Grants (Operations & Project)	38,209	26,347	68,474	61,279	70,000	48,000	48,000	48,000
Total Fundraising	8,888	14,025	16,935	6,500	10,000	10,000	13,000	13,000
Total Operations Revenue	105,983	109,100	163,676	152,041	185,500	185,200	188,200	188,200
Total Capital Grants	-	-	-	-	480,000	480,000	-	-
Total Capital Fundraising	-	-	-	-	150,000	75,000	25,000	-
Total Capital Revenue	-	-	-	-	630,000	555,000	25,000	-
TOTAL CONSOLIDATED REVENUES	105,983	109,100	163,676	152,041	815,500	740,200	213,200	188,200
Expenses								
Facility								
Total Facility Expenses	47,471	54,896	66,418	83,529	77,481	65,250	65,250	65,250
Total Administrative Expenses	29,238	41,442	53,255	61,125	82,100	105,850	105,850	105,850
Total Program Expenses	33,143	11,600	28,827	7,331	25,000	13,000	13,000	15,000
Total Operations Expenses	109,852	107,938	148,500	151,985	184,581	184,100	184,100	186,100
Total Capital Project Costs	-	-	-	-	864,550	344,200	1,250	-
TOTAL CONSOLIDATED EXPENSES	109,852	107,938	148,500	151,985	1,049,131	528,300	185,350	186,100
Excess (deficiency) of revenues over expenditures	(3,869)	1,162	15,176	56	(233,631)	211,900	27,850	2,100
Operating fund surplus, beginning of year	11,701	7,832	8,994	24,170	24,226	(209,404)	2,496	30,346
Operating fund surplus, end of year	7,832	8,994	24,170	24,226	(209,404)	2,496	30,346	32,446



Appendix I - Pro forma Financial Projections

BUS STOP THEATRE CO-OPERATIVE LTD. STATEMENT OF OPERATIONS	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 PROJECTED	2020 PRO FORMA	2021 PRO FORMA	2022 PRO FORMA	2023 PRO FORMA	2024 PRO FORMA
Revenue									
Earned									
Rental Income - Main Space 1	34,000	40,496	45,394	47,147	47,000	47,000	47,000	47,000	47,000
Rental Income - Main Space 2	-	-	-	-	-	-	-	-	-
Rental Income - Apartments/Offices	-	-	-	-	15,500	37,200	37,200	37,200	37,200
Rental Income - Rehearsal Halls	-	-	-	-	-	-	-	-	-
Bar	-	-	-	30,000	30,000	30,000	30,000	30,000	30,000
Memberships	3,863	9,924	5,935	2,615	6,000	6,000	6,000	6,000	6,000
Advertising	-	750	500	1,000	1,000	1,000	1,000	1,000	1,000
Programs & (co)produced events - StART etc.	16,984	13,020	22,036	1,000	2,500	2,500	2,500	2,500	2,500
Held - Technical & Bar	4,039	4,538	4,402	2,500	3,500	3,500	3,500	3,500	3,500
Total Earned Revenues	58,886	68,728	78,267	84,262	105,500	127,200	127,200	127,200	127,200
Government Grants & Revenue									
Prov. Of NS - Special and Operating	-	-	24,169	35,831	30,000	30,000	30,000	30,000	30,000
Arts NS - Project Grants	-	-	-	-	12,000	-	-	-	-
NS Culture & Youth Activities	-	-	-	-	-	-	-	-	-
NS Skills Jobs	16,685	-	-	-	-	-	-	-	-
Start Employment Program	-	2,500	3,500	-	-	-	-	-	-
Other NS grants	5,520	1,200	-	-	-	-	-	-	-
Municipal Operating	4,000	6,000	10,000	12,000	12,000	12,000	12,000	12,000	12,000
Municipal Capital	7,814	10,063	24,913	7,500	-	-	-	-	-
Municipal - Other	-	-	-	-	-	-	-	-	-
Canada Summer Jobs	4,190	4,236	5,892	5,948	6,000	6,000	6,000	6,000	6,000
Other	-	2,348	-	-	10,000	-	-	-	-
Total Government Revenues	38,209	26,347	68,474	61,279	70,000	48,000	48,000	48,000	48,000
Fund Raising									
Individual Donations	3,625	7,712	12,325	2,000	5,000	5,000	8,000	8,000	8,000
Sponsorships	-	2,348	1,500	1,500	2,000	2,000	2,000	2,000	2,000
Fund Raising Events	1,547	3,965	3,110	3,000	3,000	3,000	3,000	3,000	3,000
In-kind	3,716	-	-	-	-	-	-	-	-
Total Fund Raising	8,888	14,025	16,935	6,500	10,000	10,000	13,000	13,000	13,000
TOTAL REVENUES	105,983	109,100	163,676	152,041	185,500	185,200	188,200	188,200	188,200



Appendix I - Pro forma Financial Projections

BUS STOP THEATRE CO-OPERATIVE LTD. STATEMENT OF OPERATIONS	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 PROJECTED	2020 PRO FORMA	2021 PRO FORMA	2022 PRO FORMA	2023 PRO FORMA	2024 PRO FORMA
Expenses									
Operating									
Facility									
Rent	21,000	21,000	21,000	33,340	21,180	-	-	-	-
Additional Rents / Water & property taxes /heat	8,065	11,800	11,080	10,275	12,551	9,000	9,000	9,000	9,000
Theatre Equipment	916	575	802	900	1,000	1,000	1,000	1,000	1,000
Insurance	2,064	2,064	2,064	2,664	5,000	8,000	8,000	8,000	8,000
Utilities	985	1,653	1,467	1,500	7,000	12,500	12,500	12,500	12,500
Contract Services - Technical	2,000	4,643	4,540	5,000	5,000	5,000	5,000	5,000	5,000
Capital Improvements	7,814	10,063	22,367	7,600	-	-	-	-	-
Bar	135	130	2,713	20,000	20,000	20,000	20,000	20,000	20,000
Maintenance	849	510	385	1,750	5,000	9,000	9,000	9,000	9,000
In-kind Labour	3,600	1,848	-	-	-	-	-	-	-
Miscellaneous	43	610	-	500	750	750	750	750	750
Total Facility Expenses	47,471	54,896	66,418	83,529	77,481	65,250	65,250	65,250	65,250
Administration									
Administration payroll - salary & wages	27,030	35,504	45,209	42,000	60,000	77,000	77,000	77,000	77,000
Technical payroll - salary & wages	-	-	-	14,525	16,000	22,500	22,500	22,500	22,500
Payroll - Employee benefits & WCB	-	-	-	2,000	2,250	2,500	2,500	2,500	2,500
Contract Services	-	-	-	-	-	-	-	-	-
Bank Charges	388	497	705	500	500	500	500	500	500
Fees and Dues	815	-	1,043	700	850	850	850	850	850
Office Supplies	266	631	658	600	750	750	750	750	750
Advertising & promotion	236	-	-	-	250	250	250	250	250
Fundraising Expenses	359	353	410	300	500	500	500	500	500
Other Admin	144	622	2,903	500	500	500	500	500	500
Bad Debt	-	595	2,327	-	500	500	500	500	500
Tax reassessments	-	3,240	-	-	-	-	-	-	-
Total Administration Expenses	29,238	41,442	53,255	61,125	82,100	105,850	105,850	105,850	105,850
Total Program Expenses	33,143	11,600	28,827	7,331	25,000	13,000	13,000	15,000	15,000
TOTAL EXPENSES	109,852	107,938	148,500	151,985	184,581	184,100	184,100	186,100	186,100
Excess (deficiency) of revenues over expenditures	(3,869)	1,162	15,176	56	919	1,100	4,100	2,100	2,100
Operating fund surplus, beginning of year	11,701	7,832	8,994	24,170	24,226	25,146	26,246	30,346	32,446
Operating fund surplus, end of year	7,832	8,994	24,170	24,226	25,146	26,246	30,346	32,446	34,546



Appendix I - Pro forma Financial Projections

BUS STOP THEATRE CO-OPERATIVE LTD. CAPITAL PROJECT	TOTAL	2019 PRO FORMA	2020 PRO FORMA	2021 PRO FORMA	2022 PRO FORMA	2023 PRO FORMA
Revenue						
Total Federal	\$ 355,000	\$ -	\$ 355,000	\$ -	\$ -	\$ -
Total Provincial	\$ 355,000	\$ -	\$ -	\$ 355,000	\$ -	\$ -
Total Municipal	\$ 250,000	\$ -	\$ 125,000	\$ 125,000	\$ -	\$ -
Total Capital Fundraising	\$ 250,000	\$ -	\$ 150,000	\$ 75,000	\$ 25,000	\$ -
Total Capital Revenue	\$ 1,210,000	\$ -	\$ 630,000	\$ 555,000	\$ 25,000	\$ -
Expenses						
Land Purchase & Related	\$ 850,000	\$ -	\$ 850,000			\$ -
New Theatre & Rehearsal Halls	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revive Current Bus Stop Theatre	\$ 297,000	\$ -	\$ -	\$ 297,000	\$ -	\$ -
Contingency	\$ 44,550	\$ -	\$ 4,550	\$ 40,000	\$ -	\$ -
Interest and fees	\$ 18,450	\$ -	\$ 10,000	\$ 7,200	\$ 1,250	\$ -
Total Capital Project Costs	\$ 1,210,000	\$ -	\$ 864,550	\$ 344,200	\$ 1,250	\$ -
Excess (deficiency) of revenues over expenditures	\$ -	\$ -	\$ 234,550	\$ 210,800	\$ 23,750	\$ -



Appendix I - Pro forma Financial Projections

BUS STOP THEATRE CO-OPERATIVE LTD.	2016	2017	2018	2019	2020	2021	2022	2023	2024
BALANCE SHEET	ACTUAL	ACTUAL	ACTUAL	PROJECTED	PRO FORMA				
Assets									
Cash on Hand	-	-	-	-	-	-	-	-	-
Accounts Receivable	4,589	8,144	7,119	7,500	7,500	7,500	7,500	7,500	7,500
Prepaid Expenses	1,720	1,720	1,720	1,720	1,720	1,720	1,720	1,720	1,720
Total Current Assets	6,309	9,864	8,839	9,220	9,220	9,220	9,220	9,220	9,220
TD Bank Account	25,086	36,958	38,764	32,185	33,105	34,205	38,305	40,405	42,505
Other Receivables	2,000	-	-	-	-	-	-	-	-
Paypal	2,779	4,763	2,937	3,000	3,000	3,000	3,000	3,000	3,000
Total for Bank	29,865	41,721	41,700	35,185	36,105	37,205	41,305	43,405	45,505
Total Assets	36,174	51,585	50,539	44,405	45,325	46,425	50,525	52,625	54,725
Liabilities									
Accounts Payable	3,700	3,818	2,662	3,500	3,500	3,500	3,500	3,500	3,500
HST Payable	313	1,299	57	1,500	1,500	1,500	1,500	1,500	1,500
Payroll Liabilities	-	-	-	-	-	-	-	-	-
Accrued Liabilities	-	-	-	-	-	-	-	-	-
Deferred Revenue	22,967	35,294	19,714	13,000	13,000	13,000	13,000	13,000	13,000
Deposits Received	1,362	2,179	3,936	2,179	2,179	2,179	2,179	2,179	2,179
Total for Current Liability	28,342	42,590	26,369	20,179	20,179	20,179	20,179	20,179	20,179
Total Liabilities	28,342	42,590	26,369	20,179	20,179	20,179	20,179	20,179	20,179
Equity									
Retained Earnings	11,701	7,832	8,996	24,171	24,227	25,146	26,246	30,346	32,446
Current Year Earnings	- 3,869	1,163	15,175	56	919	1,100	4,100	2,100	2,100
Total Equity	7,832	8,996	24,171	24,227	25,146	26,246	30,346	32,446	34,546
Liabilities and Equity	36,174	51,586	50,540	44,406	45,325	46,425	50,525	52,625	54,725



Appendix I - Pro forma Financial Projections

BUS STOP THEATRE CO-OPERATIVE LTD. STATEMENT OF OPERATIONS - CASH FLOW	2020 PRO FORMA	1ST QRT PRO FORMA	2ND QRT PRO FORMA	3RD QRT PRO FORMA	4TH QRT PRO FORMA
Revenue					
Earned					
Rental Income - Main Space 1	47,000	7,833	11,750	13,056	14,361
Rental Income - Main Space 2	-	-	-	-	-
Rental Income - Apartments/Offices	15,500	-	-	6,200	9,300
Rental Income - Rehearsal Halls	-	-	-	-	-
Bar	30,000	5,000	7,500	8,333	9,167
Memberships	6,000	1,000	1,000	500	3,500
Advertising	1,000	500	-	-	500
Programs & (co)produced events - StART etc.	2,500	417	625	694	764
Held - Technical & Bar	3,500	583	875	972	1,069
Total Earned Revenues	105,500	15,333	21,750	29,756	38,661
Government Grants & Revenue					
Prov. Of NS Operating	30,000	-	30,000	-	-
Arts NS - Project Grants	12,000	-	12,000	-	-
Municipal Operating	12,000	-	-	-	12,000
Canada Summer Jobs	6,000	-	3,000	3,000	-
Other	10,000	-	10,000	-	-
Total Government Revenues	70,000	-	55,000	3,000	12,000
Fund Raising					
Individual Donations	5,000	450	450	450	3,650
Sponsorships	2,000	500	500	500	500
Fund Raising Events	3,000	750	-	750	1,500
Total Fund Raising	10,000	1,700	950	1,700	5,650
TOTAL REVENUES	185,500	17,033	77,700	34,456	56,311



Appendix I - Pro forma Financial Projections

BUS STOP THEATRE CO-OPERATIVE LTD.	2020	1ST QRT	2ND QRT	3RD QRT	4TH QRT
STATEMENT OF OPERATIONS - CASH FLOW	PRO FORMA	PRO FORMA	PRO FORMA	PRO FORMA	PRO FORMA
Expenses					
Operating					
Facility					
Rent	21,180	9,077	9,077	3,026	-
Additional Rents / Water & property taxes /heat	12,551	5,379	5,379	1,793	-
Theatre Equipment	1,000	-	500	500	-
Insurance	5,000	-	-	-	5,000
Utilities	7,000	375	375	2,575	3,675
Contract Services - Technical	5,000	833	1,250	1,389	1,528
Capital Improvements	-	-	-	-	-
Bar	20,000	3,333	5,000	5,556	6,111
Maintenance	5,000	1,250	1,250	1,250	1,250
In-kind Labour	-	-	-	-	-
Miscellaneous	750	188	188	188	188
Total Facility Expenses	77,481	20,435	23,018	16,276	17,751
Administration					
Administration payroll - salary & wages	60,000	13,500	13,500	19,500	13,500
Technical payroll - salary & wages	16,000	4,000	4,000	4,000	4,000
Payroll - Employee benefits & WCB	2,250	518	518	696	518
Contract Services	-	-	-	-	-
Bank Charges	500	125	125	125	125
Fees and Dues	850	213	213	213	213
Office Supplies	750	188	188	188	188
Advertising & promotion	250	250	-	-	-
Fundraising Expenses	500	185	125	-	190
Other Admin	500	125	125	125	125
Bad Debt	500	-	-	-	500
Tax reassessments	-	-	-	-	-
Total Administration Expenses	82,100	19,103	18,793	24,846	19,358
Total Program Expenses	25,000	6,250	6,250	6,250	6,250
TOTAL EXPENSES	184,581	45,788	48,061	47,371	43,359
Excess (deficiency) of revenues over expenditures	919	(28,755)	29,639	(12,916)	12,952
Cash beginning period	35,185	35,185	6,430	36,069	23,153
Cash end period	36,104	6,430	36,069	23,153	36,105



Appendix I - Pro forma Financial Projections

BUS STOP THEATRE CO-OPERATIVE LTD. STATEMENT OF OPERATIONS - CASH FLOW	2021 PRO FORMA	1ST QRT PRO FORMA	2ND QRT PRO FORMA	3RD QRT PRO FORMA	4TH QRT PRO FORMA
Revenue					
Earned					
Rental Income - Main Space 1	47,000	7,833	11,750	13,056	14,361
Rental Income - Main Space 2	-	-	-	-	-
Rental Income - Apartments/Offices	37,200	9,300	9,300	9,300	9,300
Rental Income - Rehearsal Halls	-	-	-	-	-
Bar	30,000	5,000	7,500	8,333	9,167
Memberships	6,000	1,000	1,000	500	3,500
Advertising	1,000	500	-	-	500
Programs & (co)produced events - StART etc.	2,500	417	625	694	764
Held - Technical & Bar	3,500	583	875	972	1,069
Total Earned Revenues	127,200	24,633	31,050	32,856	38,661
Government Grants & Revenue					
Prov. Of NS Operating	30,000	-	30,000	-	-
Municipal Operating	12,000	-	-	-	12,000
Canada Summer Jobs	6,000	-	3,000	3,000	-
Total Government Revenues	48,000	-	33,000	3,000	12,000
Fund Raising					
Individual Donations	5,000	450	450	450	3,650
Sponsorships	2,000	500	500	500	500
Fund Raising Events	3,000	750	-	750	1,500
Total Fund Raising	10,000	1,700	950	1,700	5,650
TOTAL REVENUES	185,200	26,333	65,000	37,556	56,311



Appendix I - Pro forma Financial Projections

BUS STOP THEATRE CO-OPERATIVE LTD.	2021	1ST QRT	2ND QRT	3RD QRT	4TH QRT
STATEMENT OF OPERATIONS - CASH FLOW	PRO FORMA	PRO FORMA	PRO FORMA	PRO FORMA	PRO FORMA
Expenses					
Operating					
Facility					
Rent	-	-	-	-	-
Additional Rents / Water & property taxes /heat	9,000	-	4,500	-	4,500
Theatre Equipment	1,000	-	500	-	500
Insurance	8,000	-	-	-	8,000
Utilities	12,500	3,125	3,125	3,125	3,125
Contract Services - Technical	5,000	833	1,250	1,389	1,528
Capital Improvements	-	-	-	-	-
Bar	20,000	3,333	5,000	5,556	6,111
Maintenance	9,000	1,500	2,250	2,500	2,750
In-kind Labour	-	-	-	-	-
Miscellaneous	750	188	188	188	188
Total Facility Expenses	65,250	8,979	16,813	12,757	26,701
Administration					
Administration payroll - salary & wages	77,000	17,750	17,750	23,750	17,750
Technical payroll - salary & wages	22,500	5,625	5,625	5,625	5,625
Payroll - Employee benefits & WCB	2,500	625	625	625	625
Contract Services	-	-	-	-	-
Bank Charges	500	125	125	125	125
Fees and Dues	850	213	213	213	213
Office Supplies	750	188	188	188	188
Advertising & promotion	250	250	-	-	-
Fundraising Expenses	500	185	125	-	190
Other Admin	500	125	125	125	125
Bad Debt	500	-	-	-	500
Tax reassessments	-	-	-	-	-
Total Administration Expenses	105,850	25,085	24,775	30,650	25,340
Total Program Expenses	13,000	3,250	3,250	3,250	3,250
TOTAL EXPENSES	184,100	37,314	44,838	46,657	55,291
Excess (deficiency) of revenues over expenditures	1,100	(10,981)	20,163	(9,101)	1,020
Cash beginning period	36,105	36,105	25,124	45,286	36,185
Cash end period	37,205	25,124	45,286	36,185	37,205



Appendix I - Pro forma Financial Projections

BUS STOP THEATRE CO-OPERATIVE LTD. STATEMENT OF OPERATIONS - CASH FLOW	2022 PRO FORMA	1ST QRT PRO FORMA	2ND QRT PRO FORMA	3RD QRT PRO FORMA	4TH QRT PRO FORMA
Revenue					
Earned					
Rental Income - Main Space 1	47,000	7,833	11,750	13,056	14,361
Rental Income - Main Space 2	-	-	-	-	-
Rental Income - Apartments/Offices	37,200	9,300	9,300	9,300	9,300
Rental Income - Rehearsal Halls	-	-	-	-	-
Bar	30,000	5,000	7,500	8,333	9,167
Memberships	6,000	1,000	1,000	500	3,500
Advertising	1,000	500	-	-	500
Programs & (co)produced events - StART etc.	2,500	417	625	694	764
Held - Technical & Bar	3,500	583	875	972	1,069
Total Earned Revenues	127,200	24,633	31,050	32,856	38,661
Government Grants & Revenue					
Prov. Of NS Operating	30,000	-	30,000	-	-
Municipal Operating	12,000	-	-	-	12,000
Canada Summer Jobs	6,000	-	3,000	3,000	-
Total Government Revenues	48,000	-	33,000	3,000	12,000
Fund Raising					
Individual Donations	8,000	450	450	450	6,650
Sponsorships	2,000	-	1,000	-	1,000
Fund Raising Events	3,000	1,000	-	1,000	1,000
Total Fund Raising	13,000	1,450	1,450	1,450	8,650
TOTAL REVENUES	188,200	26,083	65,500	37,306	59,311



Appendix I - Pro forma Financial Projections

BUS STOP THEATRE CO-OPERATIVE LTD.	2022	1ST QRT	2ND QRT	3RD QRT	4TH QRT
STATEMENT OF OPERATIONS - CASH FLOW	PRO FORMA	PRO FORMA	PRO FORMA	PRO FORMA	PRO FORMA
Expenses					
Operating					
Facility					
Rent	-	-	-	-	-
Additional Rents / Water & property taxes /heat	9,000	-	4,500	-	4,500
Theatre Equipment	1,000	-	500	-	500
Insurance	8,000	-	-	-	8,000
Utilities	12,500	3,125	3,125	3,125	3,125
Contract Services - Technical	5,000	833	1,250	1,389	1,528
Capital Improvements	-	-	-	-	-
Bar	20,000	3,333	5,000	5,556	6,111
Maintenance	9,000	1,500	2,250	2,500	2,750
In-kind Labour	-	-	-	-	-
Miscellaneous	750	188	188	188	188
Total Facility Expenses	65,250	8,979	16,813	12,757	26,701
Administration					
Administration payroll - salary & wages	77,000	17,750	17,750	23,750	17,750
Technical payroll - salary & wages	22,500	5,625	5,625	5,625	5,625
Payroll - Employee benefits & WCB	2,500	625	625	625	625
Contract Services	-	-	-	-	-
Bank Charges	500	125	125	125	125
Fees and Dues	850	213	213	213	213
Office Supplies	750	188	188	188	188
Advertising & promotion	250	250	-	-	-
Fundraising Expenses	500	185	125	-	190
Other Admin	500	125	125	125	125
Bad Debt	500	-	-	-	500
Tax reassessments	-	-	-	-	-
Total Administration Expenses	105,850	25,085	24,775	30,650	25,340
Total Program Expenses	13,000	3,250	3,250	3,250	3,250
TOTAL EXPENSES	184,100	37,314	44,838	46,657	55,291
Excess (deficiency) of revenues over expenditures	4,100	(11,231)	20,663	(9,351)	4,020
Cash beginning period	37,205	37,205	25,974	46,636	37,285
Cash end period	41,305	25,974	46,636	37,285	41,305



Appendix I - Pro forma Financial Projections

BUS STOP THEATRE CO-OPERATIVE LTD. STATEMENT OF OPERATIONS - CASH FLOW	2023 PRO FORMA	1ST QRT PRO FORMA	2ND QRT PRO FORMA	3RD QRT PRO FORMA	4TH QRT PRO FORMA
Revenue					
Earned					
Rental Income - Main Space 1	47,000	7,833	11,750	13,056	14,361
Rental Income - Main Space 2	-	-	-	-	-
Rental Income - Apartments/Offices	37,200	9,300	9,300	9,300	9,300
Rental Income - Rehearsal Halls	-	-	-	-	-
Bar	30,000	5,000	7,500	8,333	9,167
Memberships	6,000	1,000	1,000	500	3,500
Advertising	1,000	500	-	-	500
Programs & (co)produced events - StART etc.	2,500	417	625	694	764
Held - Technical & Bar	3,500	583	875	972	1,069
Total Earned Revenues	127,200	24,633	31,050	32,856	38,661
Government Grants & Revenue					
Prov. Of NS Operating	30,000	-	30,000	-	-
Municipal Operating	12,000	-	-	-	12,000
Canada Summer Jobs	6,000	-	3,000	3,000	-
Total Government Revenues	48,000	-	33,000	3,000	12,000
Fund Raising					
Individual Donations	8,000	450	450	450	6,650
Sponsorships	2,000	-	1,000	-	1,000
Fund Raising Events	3,000	1,000	-	1,000	1,000
Total Fund Raising	13,000	1,450	1,450	1,450	8,650
TOTAL REVENUES	188,200	26,083	65,500	37,306	59,311



Appendix I - Pro forma Financial Projections

BUS STOP THEATRE CO-OPERATIVE LTD. STATEMENT OF OPERATIONS - CASH FLOW	2023 PRO FORMA	1ST QRT PRO FORMA	2ND QRT PRO FORMA	3RD QRT PRO FORMA	4TH QRT PRO FORMA
Expenses					
Operating					
Facility					
Rent	-	-	-	-	-
Additional Rents / Water & property taxes /heat	9,000	-	4,500	-	4,500
Theatre Equipment	1,000	-	500	-	500
Insurance	8,000	-	-	-	8,000
Utilities	12,500	3,125	3,125	3,125	3,125
Contract Services - Technical	5,000	833	1,250	1,389	1,528
Capital Improvements	-	-	-	-	-
Bar	20,000	3,333	5,000	5,556	6,111
Maintenance	9,000	1,500	2,250	2,500	2,750
In-kind Labour	-	-	-	-	-
Miscellaneous	750	188	188	188	188
Total Facility Expenses	65,250	8,979	16,813	12,757	26,701
Administration					
Administration payroll - salary & wages	77,000	17,750	17,750	23,750	17,750
Technical payroll - salary & wages	22,500	5,625	5,625	5,625	5,625
Payroll - Employee benefits & WCB	2,500	625	625	625	625
Contract Services	-	-	-	-	-
Bank Charges	500	125	125	125	125
Fees and Dues	850	213	213	213	213
Office Supplies	750	188	188	188	188
Advertising & promotion	250	250	-	-	-
Fundraising Expenses	500	185	125	-	190
Other Admin	500	125	125	125	125
Bad Debt	500	-	-	-	500
Tax reassessments	-	-	-	-	-
Total Administration Expenses	105,850	25,085	24,775	30,650	25,340
Total Program Expenses	15,000	3,750	3,750	3,750	3,750
TOTAL EXPENSES	186,100	37,814	45,338	47,157	55,791
Excess (deficiency) of revenues over expenditures	2,100	(11,731)	20,163	(9,851)	3,520
Cash beginning period	41,305	41,305	29,574	49,736	39,885
Cash end period	43,405	29,574	49,736	39,885	43,405



Appendix I - Pro forma Financial Projections

BUS STOP THEATRE CO-OPERATIVE LTD. STATEMENT OF OPERATIONS - CASH FLOW	2024 PRO FORMA	1ST QRT PRO FORMA	2ND QRT PRO FORMA	3RD QRT PRO FORMA	4TH QRT PRO FORMA
Revenue					
Earned					
Rental Income - Main Space 1	47,000	7,833	11,750	13,056	14,361
Rental Income - Main Space 2	-	-	-	-	-
Rental Income - Apartments/Offices	37,200	9,300	9,300	9,300	9,300
Rental Income - Rehearsal Halls	-	-	-	-	-
Bar	30,000	5,000	7,500	8,333	9,167
Memberships	6,000	1,000	1,000	500	3,500
Advertising	1,000	500	-	-	500
Programs & (co)produced events - StART etc.	2,500	417	625	694	764
Held - Technical & Bar	3,500	583	875	972	1,069
Total Earned Revenues	127,200	24,633	31,050	32,856	38,661
Government Grants & Revenue					
Prov. Of NS Operating	30,000	-	30,000	-	-
Municipal Operating	12,000	-	-	-	12,000
Canada Summer Jobs	6,000	-	3,000	3,000	-
Total Government Revenues	48,000	-	33,000	3,000	12,000
Fund Raising					
Individual Donations	8,000	450	450	450	6,650
Sponsorships	2,000	-	1,000	-	1,000
Fund Raising Events	3,000	1,000	-	1,000	1,000
Total Fund Raising	13,000	1,450	1,450	1,450	8,650
TOTAL REVENUES	188,200	26,083	65,500	37,306	59,311



Appendix I - Pro forma Financial Projections

BUS STOP THEATRE CO-OPERATIVE LTD.	2024	1ST QRT	2ND QRT	3RD QRT	4TH QRT
STATEMENT OF OPERATIONS - CASH FLOW	PRO FORMA	PRO FORMA	PRO FORMA	PRO FORMA	PRO FORMA
Expenses					
Operating					
Facility					
Rent	-	-	-	-	-
Additional Rents / Water & property taxes /heat	9,000	-	4,500	-	4,500
Theatre Equipment	1,000	-	500	-	500
Insurance	8,000	-	-	-	8,000
Utilities	12,500	3,125	3,125	3,125	3,125
Contract Services - Technical	5,000	833	1,250	1,389	1,528
Capital Improvements	-	-	-	-	-
Bar	20,000	3,333	5,000	5,556	6,111
Maintenance	9,000	1,500	2,250	2,500	2,750
In-kind Labour	-	-	-	-	-
Miscellaneous	750	188	188	188	188
Total Facility Expenses	65,250	8,979	16,813	12,757	26,701
Administration					
Administration payroll - salary & wages	77,000	17,750	17,750	23,750	17,750
Technical payroll - salary & wages	22,500	5,625	5,625	5,625	5,625
Payroll - Employee benefits & WCB	2,500	625	625	625	625
Contract Services	-	-	-	-	-
Bank Charges	500	125	125	125	125
Fees and Dues	850	213	213	213	213
Office Supplies	750	188	188	188	188
Advertising & promotion	250	250	-	-	-
Fundraising Expenses	500	185	125	-	190
Other Admin	500	125	125	125	125
Bad Debt	500	-	-	-	500
Tax reassessments	-	-	-	-	-
Total Administration Expenses	105,850	25,085	24,775	30,650	25,340
Total Program Expenses	15,000	3,750	3,750	3,750	3,750
TOTAL EXPENSES	186,100	37,814	45,338	47,157	55,791
Excess (deficiency) of revenues over expenditures	2,100	(11,731)	20,163	(9,851)	3,520
Cash beginning period	43,405	43,405	31,674	51,836	41,985
Cash end period	45,505	31,674	51,836	41,985	45,505



STRATEGIC ARTS MANAGEMENT

Strategic Arts Management (SAM) provides mentoring, management, administrative, and other resources to artists and arts organizations at affordable, subsidized rates through a network of skilled consultants. SAM services are offered in operations, financial and crisis management, board governance, strategic and career planning, and more. SAM Clients include creators, producers, presenters, festivals, foundations, trusts, and service organizations.

History

The concept of a not-for-profit, government subsidized, multi-disciplinary arts management service in Nova Scotia has existed for many years. In the 1990s, funders acknowledged that Nova Scotian artists would benefit from subsidized management support. It was suggested that a multi-disciplinary model would suit a smaller population and encourage the exchange of ideas and information to the benefit of all involved. In 1999, the Nova Scotia Arts Council commissioned a Needs Assessment that recommended this model, but, when their mandate was terminated, the project did not continue.

In 2005 Barbara Richman became interested in this project and asked Leah Hamilton and Bruce Klinger to participate in its development. Through a Flying Squad project developed with DANS, this group updated the earlier Needs Assessment and interviewed 50 potential clients working in the performing arts in creation, performance, dissemination and professional development functions. The survey results showed a continued need for a wide range of activities and a willingness to contract for them.

In 2006 -2007, with the assistance of individual project grants awarded to Barbara Richman by the Canada Council and NSDTCH, the Strategic Arts Management (SAM) concept was developed on a pilot basis with a small but diverse group of five performing arts clients. Over this year the three founders further researched operational models; developed SAM as a not-for-profit organization with a business plan; began to source consultants; and explored sources for continued funding.

In 2007-08 the Canada Council provided SAM with funding to continue its work and develop the organization further. Shortly thereafter, the Province of Nova Scotia also agreed to fund SAM on a pilot basis. Based on the success of the first year, this funding was fully renewed by both funders for 2008-09. The Canada Council has continued its investment in SAM, and more recently Arts Nova Scotia has also come on board to provide operating funding.

Since its founding, SAM has provided a range of services to over 60 clients, through a combination of specific client activities and group workshops. The response of SAM Clients and SAM Consultants has been strongly positive and requests for services have continued to increase from both established and new clients.



LEAD CONSULTANT

Bruce Klinger has been working in Atlantic Canada's arts community for over thirty-five years. He began his career at Neptune Theatre in 1981 and worked in the Box Office, as Front-of-House Manager, Tour Coordinator, and Assistant to the Theatre Director. In 1985 he served as Tour Coordinator and Company Manager for the 26 week national tour of Neptune Theatre's production of John Gray's *DON MESSER'S JUBILEE*.

Prior to becoming Neptune Theatre's General Manager in 1988 he managed a small performing arts centre in rural Nova Scotia and served as an independent producer and actor's agent. He spent 10 years as General Manager of Neptune Theatre and saw the organization through the building of their new \$13.5 million facility from the early planning stages to completion. His work experience includes the areas of strategic and business planning; the administration of small and large cultural organizations; and all aspects of a major capital building project.

He opened his own business as an arts management consultant in 2001. He has assisted organizations with the creation of business plans, strategic plans, and governance policies. He has also served as a management and capital project consultant for Ship's Company Theatre in Parrsboro, NS as well as assisting in the creation of Theatre Nova Scotia and in the development of the Nova Scotia Theatre Sector Strategy. Clients have included Gwen Noah Dance Society, the Nova Scotia Professional Theatre Alliance, the Playwrights Atlantic Resource Centre, the Stephenville Festival, Live Bait Theatre, OneLight Theatre, 2b theatre company, Mulgrave Road Theatre, Eastern Front Theatre and the Nova Scotia Drama League. He is one of three founding consultants of the Strategic Arts Management Society a not-for-profit society with a mission to provide Nova Scotia's artists and arts organizations top quality mentoring, management and administrative resources at affordable, subsidized rates. He currently serves as Director of Internal Operations for SAM and as a management service provider to Playwrights Atlantic Resource Centre.

In 2016 he received Theatre Nova Scotia's Legacy Award for Outstanding Contribution to Nova Scotia Theatre.

