



**Budget by Service**  
**Department Name:** Recreation Services  
**Budget Code:** 10-8303  
**Staff:** 13% of Grace Wilson, Delaine Toner

**Section:** Norgan Theatre  
**FTE:** 0.25

**Strategic Position:** 8.0 Increase awareness of “Minto” as a destination by developing and supporting successful and sustainable tourism products that attract the traveling public, encourage spending on local products and services, and promote Minto as a great place to relocate and invest

**Actions:** 8.6 Support volunteers operations 12.8 community programming

**Responsibility:** Open for at least three shows per weekend and hosts a variety of weekday rentals and activities. There are volunteer crews in place to cover the weekend showing of films, projectionists to run the movie equipment, a part-time employee to look after daily, weekly and monthly tasks and a board to oversee the general direction and operations of the theatre. The goals are to provide a great service to the community and repay the loan to the Town of Minto.

| Operating Budget Summary                           |            |            |            |            |  |                  |
|--|------------|------------|------------|------------|--|------------------|
| 2016 Budget (Actual -\$10,759 to Sept 2016)        |            |            |            |            |  | <b>-\$16,000</b> |
| <b>Past &amp; Projected (1%)</b>                   |            | 0.01       |            |            |  |                  |
| 2015   | 2016       | 2017       | 2018       | 2019       |  |                  |
| -\$ 16,000   | -\$ 16,000 | -\$ 16,000 | -\$ 16,160 | -\$ 16,322 |  |                  |
| <b>Budget Initiatives</b>                          |            |            |            |            |  |                  |
| 1. Increase theatre admission revenue              |            |            |            |            |  | -\$1,000         |
| 2. Increase meeting room and pre-show revenues     |            |            |            |            |  | -\$795           |
| 3. Decrease Wages and Benefits expenses            |            |            |            |            |  | -\$5,035         |
| 4. Increase in training and insurance expenses     |            |            |            |            |  | \$400            |
| 5. Increase in hydro, water and telephone expenses |            |            |            |            |  | \$720            |
| 6. Increase concession and other minor expenses    |            |            |            |            |  | \$710            |
| 7. Increase film rental fees expense               |            |            |            |            |  | \$5,000          |
| <b>Proposed 2017 Budget</b>                        |            |            |            |            |  | <b>-\$16,000</b> |

### Budget to Actual Issues

The pre-show advertising program is running well and private bookings remain strong. The weekend showing of films continues to be the prime revenue source. Film rental expenses, which are based on a percentage of gate revenues, are running higher than anticipated. This percentage varies based on different factors and is running at a higher level (51.2%) than budgeted (44.6%). Concession margins are also running 4.8% behind budget.

Successful special events, including IncrediBrent, Party in the Park and the Barn Dance have led to good profit margins, with these proceeds being applied directly toward the debt. 100% of profit

from special events is directed towards the debt, along with 75% of the remaining surplus from regular events. The remaining 25% is allocated to reserves.

### Issues for 2017 and Beyond

The debt, which was originally \$177,000, will be paid off by the end of 2016. The Norgan Theatre Board has discussed how to proceed moving forward, once this impressive feat is accomplished. Volunteer retention and expansion will be critical when the debt is paid off. For 2017, the plan is to proceed as in the past, except that 100% of net profit at year's end will be dedicated to reserves.

Reserves were used to help cover part of the cost to update the seating in 2010 and upgrade the projector room with new digital technology in 2012. As future capital projects are prioritized, the Board looks forward to a continued partnership with the Town in funding the work to be done.



| Service Measures              | 2012  | 2013  | 2014  | 2015 | 2016 |
|-------------------------------|-------|-------|-------|------|------|
| Total admissions              | 8316  | 7650  | 8424  | 8340 | 8321 |
| Total number of weekend shows | 154   | 153   | 156   | 155  | 157  |
| Average per show              | 54    | 50    | 54    | 54   | 53   |
| Amount owing on loan          | \$72K | \$56K | \$36K | \$18 | \$0K |

### C.A.O. Clerk and Recreation Services Manager Recommendation

That the 2017 budget proposed for the Norgan Theatre be approved at **-\$16,000**

# 2017 OPERATING BUDGET

| Account               | Description                                   | 2015<br>YTD Actual -<br>Sept 30/15 | 2016<br>Budget    | 2016<br>YTD Actual -<br>Sept 30/16 | 2017<br>Budget    | Budget<br>Change  |
|-----------------------|---|------------------------------------|-------------------|------------------------------------|-------------------|-------------------|
| <b>Norgan Theatre</b> |   |                                    |                   |                                    |                   |                   |
| 1083-03-5840          | Theatre Admission                             | 41,519.48                          | 56,000.00         | 42,869.52                          | 57,000.00         | 1,000.00          |
| 1083-03-5841          | Theatre - Concession                          | 29,069.93                          | 38,000.00         | 29,194.36                          | 38,000.00         | 0.00              |
| 1083-03-5700          | Theatre Rentals                               | 0.00                               | 0.00              | 0.00                               | 0.00              | 0.00              |
| 1083-03-5710          | Meeting Room Rentals                          | 2,757.58                           | 4,000.00          | 4,262.63                           | 4,500.00          | 300.00            |
| 1083-03-5720          | Theatre Special Events                        | 3,151.36                           | 0.00              | 5,364.87                           | 0.00              | 0.00              |
| 1083-03-5730          | Theatre - DVD Events                          | 0.00                               | 0.00              | 0.00                               | 0.00              | 0.00              |
| 1083-03-5850          | Theatre - Other Revenue                       | 0.00                               | 0.00              | 0.00                               | 0.00              | 0.00              |
| 1083-03-5880          | Pre-Show Advertising                          | 2,767.70                           | 2,705.00          | 2,200.00                           | 3,000.00          | 295.00            |
| 1083-03-5890          | Donations & Misc. Revenue                     | 2,298.33                           | 2,500.00          | 1,713.00                           | 2,500.00          | 0.00              |
|                       | <b>Total Revenue</b>                          | <b>81,684.38</b>                   | <b>103,205.00</b> | <b>86,804.38</b>                   | <b>103,205.00</b> | <b>103,205.00</b> |
| 1083-03-6011          | Salary/Wages                                  | 7,296.49                           | 12,500.00         | 3,445.86                           | 9,000.00          | -3,500.00         |
|                       | Concession - Wages                            | 0.00                               | 0.00              | 0.00                               | 0.00              | 0.00              |
| 1083-03-6021          | Benefits                                      | 1,920.33                           | 2,525.00          | 339.03                             | 990.00            | -1,535.00         |
| 1083-03-6050          | Training                                      | 70.00                              | 0.00              | 120.00                             | 0.00              | 0.00              |
| 1083-03-6060          | Mileage                                       | 0.00                               | 0.00              | 0.00                               | 0.00              | 0.00              |
| 1083-03-6080          | Volunteer Appreciation                        | 0.00                               | 200.00            | 0.00                               | 200.00            | 0.00              |
| 1083-03-6090          | Donor Recognition                             | 14.00                              | 0.00              | 0.00                               | 0.00              | 0.00              |
| 1083-03-6110          | Legal Services                                | 0.00                               | 0.00              | 0.00                               | 0.00              | 0.00              |
| 1083-03-6170          | Extra Services                                | 1,217.01                           | 1,750.00          | 1,150.00                           | 1,750.00          | 0.00              |
| 1083-03-6210          | Annual Insurance Coverage                     | 2,953.46                           | 3,000.00          | 3,034.91                           | 3,200.00          | 200.00            |
| 1083-03-6310          | Hydro   | 1,558.33                           | 2,350.00          | 2,218.88                           | 2,500.00          | 150.00            |
| 1083-03-6315          | Water   | 848.85                             | 1,000.00          | 768.76                             | 1,250.00          | 250.00            |
| 1083-03-6320          | Heat  | 2,040.15                           | 3,000.00          | 2,104.31                           | 3,000.00          | 0.00              |
| 1083-03-6330          | Cleaning Services                             | 800.00                             | 750.00            | 315.00                             | 750.00            | 0.00              |
| 1083-03-6330          | Cleaning Supplies                             | 155.53                             | 250.00            | 131.60                             | 250.00            | 0.00              |
| 1083-03-6360          | Washroom Supplies                             | 457.50                             | 400.00            | 327.67                             | 400.00            | 0.00              |
| 1083-03-6380          | Building Maintenance                          | 674.59                             | 1,500.00          | 1,608.17                           | 1,500.00          | 0.00              |
| 1083-03-6410          | Office Supplies                               | 356.81                             | 290.00            | 291.82                             | 350.00            | 60.00             |
| 1083-03-6411          | Freight                                       | 1,669.61                           | 2,100.00          | 1,430.34                           | 2,100.00          | 0.00              |
| 1083-03-6420          | Cash Short & Over                             | 0.00                               | 0.00              | 0.00                               | 0.00              | 0.00              |
| 1083-03-6430          | Equipment Rental/Lease                        | 0.00                               | 0.00              | 0.00                               | 0.00              | 0.00              |
| 1083-03-6460          | Security System Monitoring                    | 0.00                               | 240.00            | 0.00                               | 240.00            | 0.00              |
| 1083-03-6520          | Advertising & Promotions                      | 3,271.07                           | 4,000.00          | 2,618.06                           | 4,000.00          | 0.00              |
| 1083-03-6530          | Telephone & Service Charges                   | 303.89                             | 500.00            | 562.01                             | 820.00            | 320.00            |
| 1083-03-6540          | Web-Site Service Fees                         | 1,633.70                           | 1,000.00          | 637.40                             | 1,000.00          | 0.00              |
| 1083-03-6700          | Tfrs to Capital                               | 0.00                               | 0.00              | 0.00                               | 0.00              | 0.00              |
| 1083-03-6720          | Equipment Repair & Maintenance                | 1,288.99                           | 2,000.00          | 1,686.49                           | 2,000.00          | 0.00              |
| 1083-03-6800          | Transfers to Reserves                         | 0.00                               | 0.00              | 0.00                               | 0.00              | 0.00              |
| 1083-03-6820          | Concession Booth Supplies                     | 14,878.33                          | 17,100.00         | 15,377.30                          | 17,500.00         | 400.00            |
| 1083-03-6830          | Special Event Costs                           | 315.78                             | 0.00              | 5,041.28                           | 0.00              | 0.00              |
| 1083-03-6840          | Booking Service Fees                          | 3,573.80                           | 5,000.00          | 4,018.24                           | 5,000.00          | 0.00              |
| 1083-03-6841          | Film Rentals                                  | 22,417.28                          | 25,000.00         | 22,723.48                          | 30,000.00         | 5,000.00          |
| 1083-03-6850          | Miscellaneous Expenses                        | 1,055.56                           | 750.00            | 4,894.38                           | 1,000.00          | 250.00            |
|                       | <b>Total Expenditures</b>                     | <b>70,771.08</b>                   | <b>87,205.00</b>  | <b>74,844.98</b>                   | <b>87,205.00</b>  | <b>87,205.00</b>  |
|                       | <b>Excess Revenue over/under Expenditures</b> | <b>10,783.32</b>                   | <b>16,000.00</b>  | <b>10,768.38</b>                   | <b>16,000.00</b>  | <b>16,000.00</b>  |