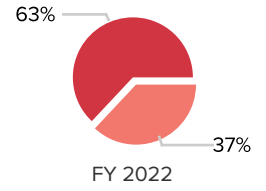
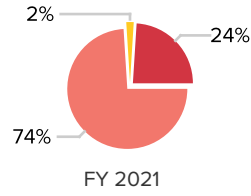
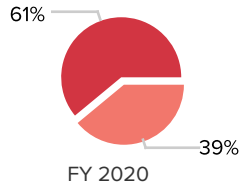


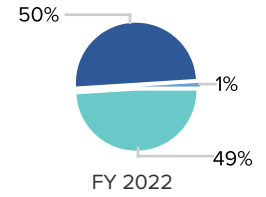
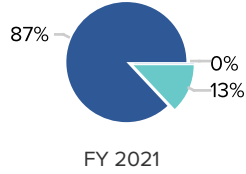
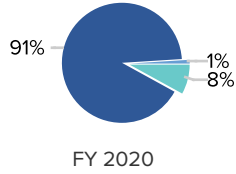
Unrestricted Operating Revenue by Source

- Earned
- Investment
- Contributed



Operating Expenses by Functional Grouping

- Program
- Management & General
- Fundraising



Revenue Details

Operating Revenue	FY 2020	FY 2021	FY 2022	FY 2022	FY 2022
Earned - Program	Total	Total	Total	Unrestricted	Restricted
Subscriptions			\$5,616	\$5,616	
Membership fees - individuals	\$33,639	\$25,470	\$27,075	\$27,075	\$0
Membership fees - organizations			\$2,050	\$2,050	
Ticket sales & admissions	\$33,394	\$9,669	\$83,088	\$83,088	
Education revenue	\$24,738	\$18,698	\$104,538	\$104,538	
Publication sales			\$0	\$0	
Gallery sales			\$0	\$0	
Contracted services & touring fees			\$0	\$0	
Royalty & reproduction revenue			\$0	\$0	
Earned - program not listed above		\$25	\$1,675	\$1,675	
Total earned - program	\$91,771	\$53,862	\$224,042	\$224,042	
Earned - Non-program					
Rental revenue	\$15,548	\$376	\$5,418	\$5,418	
Sponsorship revenue	\$13,850		\$6,710	\$6,710	
Attendee-generated revenue not listed above		\$1,506	\$1,066	\$1,066	
Earned - non-program not listed above			\$0	\$0	
Total earned - non-program	\$29,398	\$1,882	\$13,194	\$13,194	
Total earned revenue	\$121,169	\$55,744	\$237,236	\$237,236	

Contributed	FY 2020	FY 2021	FY 2022	FY 2022	FY 2022
	Total	Total	Total	Unrestricted	Restricted
Trustee & board	\$1,800	\$1,150	\$225	\$225	
Individual	\$15,134	\$19,824	\$45,408	\$45,408	
Foundation	\$11,000	\$0	\$2,500	\$2,500	
City government	\$21,000	\$21,000	\$21,000	\$21,000	\$0
State government	\$30,287	\$55,538	\$22,843	\$22,843	
Federal government	\$0	\$73,619	\$39,308	\$39,308	
In-kind operating contributions	\$0	\$0	\$0	\$0	\$0
Special fundraising events			\$6,457	\$6,457	\$0
Net assets released from restriction	\$0	\$0	\$0		
Total contributed revenue	\$79,221	\$171,131	\$137,741	\$137,741	\$0
Operating investment revenue	\$0	\$11,845	\$0		
Total operating revenue	\$200,390	\$238,720	\$374,977	\$374,977	\$0
Total operating revenue less operating in-kind	\$200,390	\$238,720	\$374,977	\$374,977	\$0
Non-operating revenue					
Non-operating investment revenue			-\$88,662	-\$80,543	-\$8,119
Other non-operating		\$87,600	\$87,000	\$87,000	\$0
Total non-operating revenue		\$87,600	-\$1,662	\$6,457	-\$8,119
Total revenue	\$200,390	\$326,320	\$373,315	\$381,434	-\$8,119
Total revenue less in-kind	\$200,390	\$326,320	\$373,315	\$381,434	-\$8,119

Revenue Narrative

FY 2020	n/a
FY 2021	Because our primary focus is presenting live events at the Opera House, revenue from tickets, memberships and educational classes all declined significantly as we closed our facility to the public from March 2020 - July 2021. Summer events are particularly popular because of our seasonal economy, which means we were impacted significantly. Individual giving, however, increased, because of our fundraising efforts, allowing us to invest in a newly created Endowment fund. We received critical federal and state support, in the form of PPP Loans, MI Stages grant, and we continued to receive a city subsidy.
FY 2022	Our earned revenue increased dramatically in FY2022, as this was the first full year where we resumed most operations after the pandemic. Ticket revenue and education revenue (dance classes) account for most of the increase. At the same time, contributed revenue shows a 20% decline in FY2022 as a result of a decrease in emergency grants later in the pandemic. Non-operating revenue shows a 102% decline as a result of unrealized losses in our endowment portfolio, due to adverse market conditions.

Expense Details

	FY 2020 Total	FY 2021 Total	% Change	FY 2022 Total	% Change	FY 2022 Program	FY 2022 General & Administrative	FY 2022 Fundraising
Personnel expenses - Operating								
W2 employees (salaries, payroll taxes and fringe benefits)	\$111,364	\$106,667	-4%	\$180,638	69%	\$65,155	\$115,483	
Independent contractors	\$10,697	\$8,630	-19%	\$5,276	-39%		\$5,276	
Professional fees	\$6,050	\$17,596	191%	\$98,373	459%	\$92,588	\$5,785	
Total personnel expenses - Operating	\$128,111	\$132,893	4%	\$284,287	114%	\$157,743	\$126,544	
Non-personnel expenses - Operating								
Occupancy costs	\$1,637	\$2,016	23%	\$10,135	403%	\$1,000	\$9,135	
Depreciation	\$10,363	\$11,386	10%	\$6,769	-41%		\$6,769	
Non-personnel expenses not listed above	\$95,024	\$26,987	-72%	\$78,779	192%	\$27,433	\$47,925	\$3,421
Total non-personnel expenses - Operating	\$107,024	\$40,389	-62%	\$95,683	137%	\$28,433	\$63,829	\$3,421
Total operating expenses	\$235,135	\$173,282	-26%	\$379,970	119%	\$186,176	\$190,373	\$3,421
Total expenses	\$235,135	\$173,282	-26%	\$379,970	119%			
Total expenses less in-kind	\$235,135	\$173,282	-26%	\$379,970	119%			
Total expenses less depreciation	\$224,772	\$161,896	-28%	\$373,201	131%			
Total expenses less in-kind and depreciation	\$224,772	\$161,896	-28%	\$373,201	131%			

Expense Narrative

FY 2020	n/a
FY 2021	Expenses declined in FY21 as some staff were temporarily furloughed, and since we were not paying professional fees to visiting performing artists or their managers. Some staff were moved from contract labor to salaried positions.
FY 2022	Our expenses increased with the return of year-round programs after Covid. Personnel expenses increased with the addition of a dance director (\$65,155) and other class expenses. With live events, our costs increased for performer fees, credit card processing fees, ticketing fees, advertising, independent contractors who assisted in live productions, and other production expenses.

Balance Sheet

Assets	FY 2020	FY 2021	% Change	FY 2022	% Change
Current assets					
Cash and cash equivalents	\$168,379	\$80,340	-52%	\$56,815	-29%
Receivables	\$25,733		-100%		n/a
Investments - current	\$39,644	\$320,584	709%		-100%
Prepaid expenses & other	\$49,393	\$38,007	-23%	\$6,500	-83%
Total current assets	\$283,149	\$438,931	55%	\$63,315	-86%
Long-term/non-current assets					
Investments - non current			n/a	\$315,266	n/a
Fixed assets (net of accumulated depreciation)			n/a	\$35,850	n/a
Non-current assets not listed above			n/a		n/a
Total long-term/non-current assets			n/a	\$351,116	n/a
Total assets	\$283,149	\$438,931	55%	\$414,431	-6%
Liabilities & Net Assets					
Current liabilities					
Accounts payable and accrued expenses	\$7,897	\$3,985	-50%	\$4,310	8%
Deferred revenue	\$5,713	\$5,208	-9%	\$1,658	-68%
Loans - current	\$21,511	\$21,510	-0%		-100%
Additional current liabilities not listed above		\$7,162	n/a	\$13,585	90%
Total current liabilities	\$35,121	\$37,865	8%	\$19,553	-48%
Long-term/non-current liabilities					
Long-term/non-current loans			n/a		n/a
Additional long-term/non-current liabilities not listed above			n/a		n/a
Total long-term/non-current liabilities			n/a		n/a
Total liabilities	\$35,121	\$37,865	8%	\$19,553	-48%
Net assets					
Unrestricted	\$194,645	\$357,753	84%	\$362,220	1%
Restricted	\$53,383	\$43,313	-19%	\$32,658	-25%
Total net assets	\$248,028	\$401,066	62%	\$394,878	-2%
Total liabilities & net assets	\$283,149	\$438,931	55%	\$414,431	-6%

Balance Sheet Narrative

FY 2020	n/a
FY 2021	In FY21 we finalized a long-term plan to consolidate several of our accounts in a new Endowment fund, moving cash to a professionally-managed investment account (stocks and bonds). Our plan is to continue to build this Endowment, leaving the principal and allowing it to grow over the long-term.
FY 2022	We have two endowment funds, one restricted and one unrestricted, that are invested for long-term growth in stocks & bonds ("non-current"). Both funds showed a decline in value (unrealized losses) because of adverse market conditions in FY2022.

Balance Sheet Metrics

	FY 2020	FY 2021	% Change	FY 2022	% Change
Months of operating cash -- Unrestricted	7.8	5.56	-29%	1.79	-68%
Working capital -- Unrestricted	\$194,645	\$357,753	84%	\$43,762	-88%
Current ratio -- Unrestricted	6.54	10.45	60%	3.24	-69%
Net assets as a % of total expenses	105%	231%	119%	104%	-55%
Fixed assets (net)			n/a	\$35,850	n/a
Condition of fixed assets				19%	
Leverage -- Unrestricted	9%	5%	-42%		-100%
Total debt	\$21,511	\$21,510	-0%		-100%
Debt service impact	0%	0%	n/a	0%	n/a

Months of operating cash -- unrestricted (Unrestricted Cash & Cash Equivalents/(Total Expense/12)) indicates the number of months an organization can operate at current average monthly expense levels with existing unrestricted cash and cash equivalents. This ratio is calculated using unrestricted numbers only.

Working capital -- unrestricted (Unrestricted Current Assets minus Unrestricted Current Liabilities) consists of the unrestricted resources available for operations. This calculation of working capital may differ from your internal calculations. Adequate working capital provides financial strength and flexibility to your organization, the ability to meet obligations as they come due, and the ability to take more risks, knowing there is a cushion to fall back on.

Current ratio unrestricted (Unrestricted Current Assets divided by Unrestricted Current Liabilities) determines the organization's ability to pay current debt using current assets. A ratio of 1.0 indicates that current assets are equal to current liabilities. A ratio of around 1.5 is a more comfortable position, allowing for more cushion against uncollected receivables or timing discrepancies between expected receipts and disbursements. Ideally this number should approach 2 which indicates ample short-term liquidity to obviate the need to borrow or sell assets.

Net assets as % of total expenses measures the net worth of an organization in relationship to its operating size. It is calculated as total net assets divided by total expenses. If the trend is level or increasing, then total net assets are keeping pace with growth in operating expenses.

Condition of fixed assets indicates the potential need for replacement or repair of fixed assets (such as buildings, furniture, office equipment, sets and props). This is especially significant for organizations that own a building or carry a long-term lease. Accumulated depreciation of less than 50% of the total value of fixed assets indicates a stock of relatively new assets. A high percentage (>80%) of accumulated depreciation could indicate aging infrastructure and need for funding the replacement or repair of fixed assets in the near future.

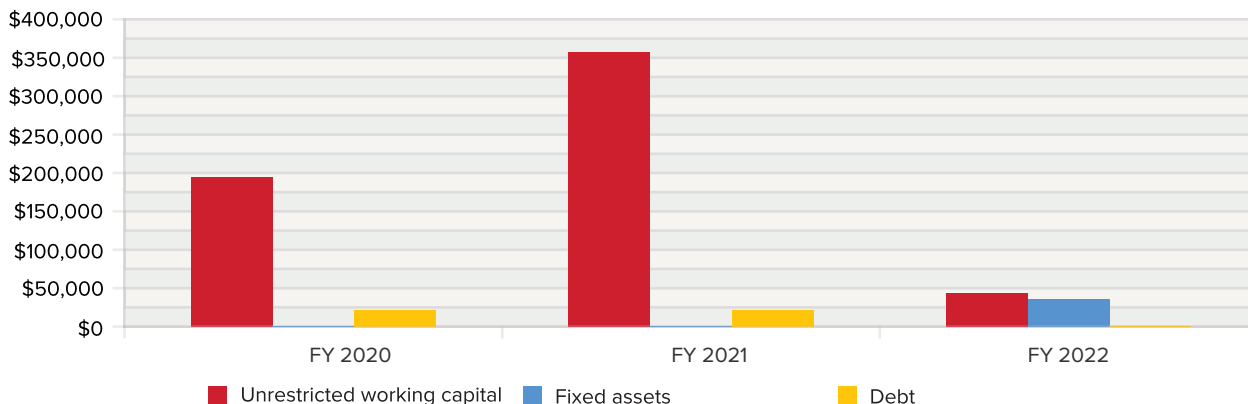
Leverage ratio (Total Debt divided by Total Unrestricted Assets) measures what proportion of your unrestricted assets are supported by debt. A number in excess of 50% may indicate liquidity problems, or reduced capacity for future borrowing.

Fixed assets net is the value of all land, buildings, equipment, leasehold improvements and other property and equipment owned by the organization. It is calculated net of accumulated depreciation to reflect the reduction in the value of an asset as it ages and is used.

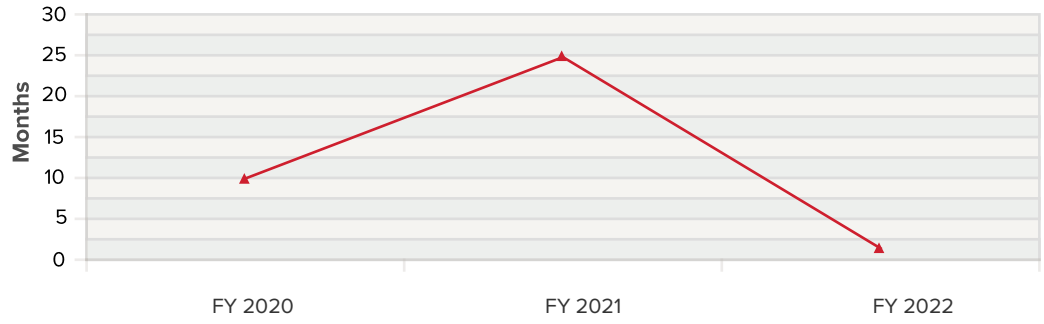
Total debt consists of all short and long-term contractual obligations of the organization, including lines of credit, loans, notes, bonds, and capital leases.

Debt service impact (Total Debt Service, including principal and interest, divided by Total Expense) calculates the % of an organization's total expenses applied to the total debt-service burden. The higher the percentage, the more the organization has to dedicate its resources to debt repayment rather than programming and other operating expenses.

Components of Net Assets



**Months of
Unrestricted
Working Capital**



Attendance

	FY 2020	FY 2021	% Change	FY 2022	% Change
Total attendance					
Paid	6,617	1,239	-81%	10,192	723%
Free	287	4,725	1,546%	9,354	98%
Total	6,904	5,964	-14%	19,546	228%
In-person attendance					
Paid	6,552	1,139	-83%	10,192	795%
Free	40	200	400%	1,615	708%
Total	6,592	1,339	-80%	11,807	782%
Digital attendance					
Paid	65	100	54%	0	-100%
Free	247	4,525	1,732%	7,739	71%
Total	312	4,625	1,382%	7,739	67%
In-person attendees 18 and under	1,582	400	-75%	5,883	1,371%
Programs in schools	FY 2020	FY 2021	% Change	FY 2022	% Change
Children served in schools	0		n/a	0	n/a
Hours of instruction	0	79	n/a	0	-100%

Workforce

	FY 2020	FY 2021	% Change	FY 2022	% Change
Number of People					
Employees: Full-time permanent	2	2	0%	1	-50%
Employees: Part-time permanent	2	4	100%	5	25%
Volunteers	25	50	100%	150	200%
Independent contractors	2	4	100%	3	-25%
Interns and apprentices	0	0	n/a	0	n/a
Total positions	31	60	94%	159	165%

Visual & Performing Artists

	FY 2020	FY 2021	% Change	FY 2022	% Change
Number of visual & performing artists	1	4	300%	1	-75%
Payments to artists & performers	\$18,378	\$16,781	-9%	\$98,373	486%

Covid-19 Impact

	FY 2020	FY 2021	FY 2022
Due to COVID-19 crisis restrictions on in-person gatherings and/or stay-at-home orders mandated by government health guidelines, how was staffing affected at your organization:			
Number of employees laid off			0
Number of employees furloughed		4	4
Of those furloughed or laid off employees, how many (if any) have been brought back?		1	3

Mission and Constituency**Mission statement**

The mission of the Cheboygan Area Arts Council is to promote and encourage cultural and educational activities within the Straits area of Northern Michigan, and to provide services that stimulate and encourage participation and appreciation of the arts within all segments of the community.

Mission demographics

This organization's mission is not rooted in an explicitly identified ethnic, cultural or other demographic voice.

Racial/ethnic group

Additional group (please state)

Gender

Additional group (please state)

Sexual orientation

Additional group (please state)

Age group

Additional group (please state)

Disability**Additional characteristics**

If the fields above are blank, this organization does not serve that demographic specifically.

Audience

The organization does not seek to primarily serve a specific audience.

Racial/ethnic group

Additional group (please state)

Gender

Additional group (please state)

Sexual orientation

Additional group (please state)

Age group

Additional group (please state)

Disability**Additional characteristics**

Additional group (please state)

Community type served

Rural

If the fields above are blank, this organization does not serve that demographic specifically.

Program Activity

In-person activity	FY 2020		FY 2021		FY 2022	
	Distinct offerings	# of times offered	Distinct offerings	# of times offered	Distinct offerings	# of times offered
Productions (self-produced)					0	
Productions (presented)	12	16	3	5	27	32
Classes/assemblies/other programs in schools						
Classes/workshops (outside of schools)	5	120	19	69	28	804
Field trips/school visits						
Guided tours					1	15
Lectures						
Permanent exhibitions	0					
Temporary exhibitions			1			
Traveling exhibitions (hosted)						
Films screened					15	15
Festivals/conferences	0		0		0	0
Readings/workshops (developing works)						
Community programs (not included above)	2	2			1	1
Additional programs not listed above	0	0	0	0	1	1

NOTE: Data entered prior to 2021 combines information about physical and digital programs. It has been included in the physical program lines.

Program Activity

Digital activity	FY 2020			FY 2021			FY 2022		
	Distinct offerings	# times digitally offered	On-demand	Distinct offerings	# times digitally offered	On-demand	Distinct offerings	# times digitally offered	On-demand
Productions (self-produced)	1	1					0	0	0
Productions (presented)	1	1		1	1		6	6	7
Classes/assemblies/other programs in schools									
Classes/workshops (outside of schools)									
Field trips/school visits									
Guided tours									
Lectures									
Permanent exhibitions									1
Temporary exhibitions			2			2			
Traveling exhibitions (hosted)									
Films screened									
Broadcast productions				3	3				
Festivals/conferences							0	0	0
Readings/workshops (developing works)									
Community programs (not included above)									
Additional programs not listed above									

NOTE: Data entered prior to 2021 combines information about physical and digital programs. It has been included in the physical program lines.

Digital activity financials	FY 2020		FY 2021		FY 2022	
	Total	Associated with digital program delivery	Total	Associated with digital program delivery	Total	Associated with digital program delivery
Earned revenue	\$121,169		\$55,744		\$237,236	\$0
Contributed revenue	\$79,221	\$1,000	\$171,131		\$137,741	\$0
Operating expense	\$235,135	\$2,500	\$173,282		\$379,970	\$0

Program Activity

	FY 2020	FY 2021	% Change	FY 2022	% Change
Fiscally sponsored projects			n/a	1	n/a
Amount distributed to fiscally sponsored projects			n/a	\$500	n/a
Residencies	1	0	-100%	0	n/a
Scholarships awarded	2		-100%	3	n/a
Amount awarded in scholarships	\$1,000		-100%	\$1,160	n/a
Other grants awarded			n/a		n/a
Amount awarded in grants			n/a		n/a
Public art installations	2	4	100%	0	-100%
Works commissioned	2	3	50%	2	-33%
Films produced			n/a	0	n/a
World premieres			n/a	1	n/a
National premieres			n/a		n/a
Local/regional premieres			n/a		n/a
Published works (physical)	1		-100%		n/a
Published works (digital)			n/a		n/a
Private lessons (in-person)	15	40	167%	50	25%
Private lessons (digital)			n/a		n/a
Competitions	2		-100%	0	n/a
Open rehearsals			n/a	1	n/a

NOTE: Data entered prior to 2021 combines information about physical and digital programs. It has been included in the physical program lines.

Program Activity Narrative

FY 2020	n/a
FY 2021	The drop in in-person events and activities is the result of our facility shut down from March 2020 - July 2021. During our summer 2021 season we presented only a few events, because of ongoing uncertainty about the health situation. For those events we did produce, we did not see the audience numbers that we had before the pandemic, as people were understandably cautious and as another Covid surge appeared at the end of August 2021. Our digital reach increased significantly, as we began to offer virtual events and as people looked for opportunities to connect from the safety of home.
FY 2022	Participation figures include attendance at our year-round dance program class sessions (199 students enrolled), in addition to performance events in the Cheboygan Opera House. The apparent decline in individual membership is a result of a delayed membership drive in Fall of 2022, rather than a true loss of members.