



**Irving S. Gilmore International Piano Festival  
Forward to the DataArts Cultural Data Project Funder Report – FY2021**

Please note: A major program of The Gilmore is its Piano Festival, which is held every other year. Because of this, large fluctuations in revenue and expenses, ticket sales, and attendance figures occur from one year to the next. While the Funders Report does include total amounts for three fiscal years, it only generates percentages of change based on comparing one fiscal year to the previous fiscal year. For example, it does not allow a comparison of percentages between FY19 to FY21, which would typically compare two similar years that did *not* include a Festival.

Furthermore, FY2020's Piano Festival was canceled weeks before it was scheduled to start: the pandemic forced the closures of performing arts venues and restricted international travel by the artists programmed to perform. Because of this, the data as presented could easily be misinterpreted, particularly as the entire FY2021 season was presented virtually via livestream. Viewers had the option on Anywhere Seats to view the programs at no charge which reduced earned ticket revenue.

Below are percentages and explanations for large fluctuations (20% or more) in major categories from FY19 to FY21.

Financial Activity	FY19	FY21	% Change	Notes
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Unrestricted change in net assets	\$ 109,658	\$ 311,077	184%	Changes due to the cancellation of the 2020 Festival. Several generous sponsors requested a conversion of their 2020 Festival sponsorships to general operations for FY21.
Restricted change in net assets	\$ 1,500	\$ 2,223,112	148,100%	Changes due to the cancellation of the 2020 Festival and the transfer of 2020 Festival sponsorship dollars as restricted to the 2022 Festival in the FY2021 and FY2022 two-year budget cycle. In addition, this number reflects the receipt of two federal Payroll Protection Program (PPP) loans (one of which had been forgiven by the end of FY21).
Total change in net assets	\$ 111,158	\$ 2,534,189	2,180%	See above notes.
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Contributed: Corporate	\$ 245,380	\$ 106,949	(56%)	Two major corporate funders changed their funding periods. In addition, fewer opportunities for corporate support were available in FY21 due to the virtual season.

Contributed: Federal government	\$20,000	\$ 218,700	10,835%	PPP loan provided due to loss of revenue incurred by the cancellation of the 2020 Festival and forgiven by the end of FY21.
Contributions not listed above	\$6,600	\$ 115,621	1,652%	Several generous sponsors directed conversion of their 2020 Festival sponsorships to general operations contributions for FY21
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Cash & cash equivalents	\$1,829,190	\$3,039,805	66%	Funds provided without incurring expenses due to the cancellation of the 2020 Festival
Receivables	\$404,961	\$881,060	118%	Increase due to the receipt of three major awards, two of them multi-year grants, which were recorded as pledges in FY2021.
Investments - current	\$7,488,461	\$10,003,770	34%	Indicative of market strength between the two fiscal years
Prepaid expenses & other	\$27,518	\$214,536	680%	Prepaid expenses for the canceled 2020 Festival
Total current assets	\$9,750,130	\$14,139,171	45%	The sum of previous four line items
Fixed assets (net of accumulated depreciation)	\$58,602	\$24,282	(59%)	Assets fully depreciated
Total assets	\$9,808,732	\$14,163,453	44%	The sum of previous two line items
Accounts payable and accrued expenses	\$8,419	\$143,364	1,600%	Current accounts payable at the end of FY21; accrued staff vacation time owed
Deferred revenue	\$12,924	\$142,354	1,100%	Held in reserve for the 2022 Festival
Loans - current	n/a	\$213,004		Second PPP loan from the federal government
Additional current liabilities not listed above	\$337,840	\$100,282	(70%)	Recipients of the Gilmore Artist and Gilmore Young Artists Awards submitted invoices, resulting in the drawing down of their award funds
Total current liabilities	\$434,962	\$599,004	38%	The sum of previous four line items
Additional long-term/non-current liabilities not listed above	\$275,157	\$169,535	(38%)	Deferred compensation
Net assets - unrestricted	\$1,982,472	\$2,569,389	30%	Increase due to Festival 2020 being canceled with some gifts intended for the Festival released from restriction by donor request to fund general operations
Net assets - restricted	\$7,116,141	\$10,825,525	52%	Market performance differences between the two fiscal years
Total net assets	\$9,098,613	\$13,394,914	47%	Due to canceled 2020 Festival
Total liabilities & net assets	\$9,808,732	\$14,163,453	44%	Due to canceled 2020 Festival

Please Note: The total of Unrestricted Contributions on Page 1 may be more or less than the yearly totals of all contributions on Page 4 because net assets released from restriction are included on Page 1, but net assets released from restriction net to zero in the yearly columns on Page 4.

## Organization Information

Organization name:	Irving S. Gilmore International Keyboard Festival		
City:	Kalamazoo	Year organization founded:	1989
State:	MI	Organization type:	501(c)3 nonprofit organization
County:	Kalamazoo	DUNS #:	785449604
Federal ID #:	382868071	Full-time staff:	11
NISP Discipline:	2 - Music	Board Members:	25
NISP Institution:	14 - Fair/Festival	Fiscal year end date:	08-31
NTEE:	A68 - Music		

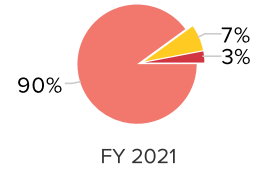
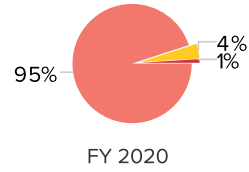
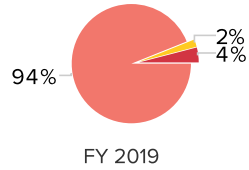
*Applicant is audited or reviewed by an independent accounting firm.*

## Financial Summary

Unrestricted Activity	FY 2019	FY 2020	% Change	FY 2021	% Change
Unrestricted operating revenue					
Earned program	\$78,751	\$35,132	-55%	\$64,072	82%
Earned non-program	\$8,150	\$2,047	-75%	\$2,050	0%
Total earned revenue	\$86,901	\$37,179	-57%	\$66,122	78%
Investment revenue	\$49,655	\$88,225	78%	\$181,543	106%
Contributed revenue	\$1,934,513	\$2,382,510	23%	\$2,187,095	-8%
Total unrestricted operating revenue	\$2,071,069	\$2,507,914	21%	\$2,434,760	-3%
Less in-kind	\$95,000	\$88,061	-7%	\$89,029	1%
Unrestricted operating revenue less in-kind	\$1,976,069	\$2,419,853	22%	\$2,345,731	-3%
Operating expenses					
Program	\$1,071,700	\$1,248,743	17%	\$1,142,781	-8%
Management & general	\$640,272	\$743,294	16%	\$719,219	-3%
Fundraising	\$249,439	\$240,037	-4%	\$261,683	9%
Total operating expenses	\$1,961,411	\$2,232,074	14%	\$2,123,683	-5%
Less in-kind	\$95,000	\$88,061	-7%	\$89,029	1%
Unrestricted operating expenses less in-kind	\$1,866,411	\$2,144,013	15%	\$2,034,654	-5%
Unrestricted change in net assets - operating	\$109,658	\$275,840	152%	\$311,077	13%
Unrestricted change in net assets	\$109,658	\$275,840	152%	\$311,077	13%
Restricted change in net assets	\$1,500	\$1,486,272	98,985%	\$2,223,112	50%
Total change in net assets	\$111,158	\$1,762,112	1,485%	\$2,534,189	44%

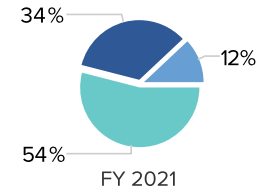
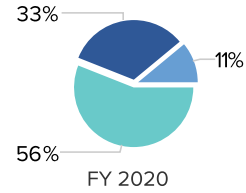
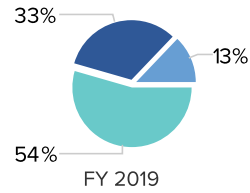
## Unrestricted Operating Revenue by Source

■ Earned  
■ Investment  
■ Contributed



## Operating Expenses by Functional Grouping

■ Program  
■ Management & General  
■ Fundraising



## Revenue Details

Operating Revenue Earned - Program	FY 2019 Total	FY 2020 Total	FY 2021 Total	FY 2021 Unrestricted	FY 2021 Restricted
Subscriptions		\$5,000	\$5,000	\$5,000	
Membership fees - individuals				\$0	\$0
Membership fees - organizations					
Ticket sales & admissions	\$48,659	\$9,829	\$43,778	\$43,778	
Education revenue	\$15,140	\$12,603	\$12,637	\$12,637	
Publication sales					
Gallery sales					
Contracted services & touring fees	\$8,000	\$7,700	\$2,657	\$2,657	
Royalty & reproduction revenue					
Earned - program not listed above	\$6,952				
Total earned - program	\$78,751	\$35,132	\$64,072	\$64,072	
Earned - Non-program					
Rental revenue					
Sponsorship revenue					
Attendee-generated revenue not listed above	\$8,000	\$2,047	\$2,050	\$2,050	
Earned non-program not listed above	\$150				
Total earned - non-program	\$8,150	\$2,047	\$2,050	\$2,050	
Total earned revenue	\$86,901	\$37,179	\$66,122	\$66,122	

Irving S. Gilmore International Keyboard Festival

	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021
Contributed	Total	Total	Total	Unrestricted	Restricted
Trustee & board	\$33,850	\$51,897	\$107,060	\$107,060	
Individual	\$299,133	\$418,859	\$415,941	\$256,510	\$159,431
Corporate	\$245,380	\$212,246	\$107,099	\$106,949	\$150
Foundation	\$1,173,987	\$2,432,220	\$1,380,704	\$1,263,226	\$117,478
State government	\$32,000	\$30,000	\$30,000	\$30,000	
Federal government	\$20,000	\$20,000	\$218,700	\$218,700	
In-kind operating contributions	\$95,000	\$88,061	\$89,029	\$89,029	
Special fundraising events					
Contributions not listed above	\$6,600	\$29,450	\$115,621	\$115,621	
Net assets released from restriction	\$0	\$0	\$0		
Total contributed revenue	\$1,905,950	\$3,282,733	\$2,464,154	\$2,187,095	\$277,059
Operating investment revenue	\$79,718	\$674,274	\$2,127,596	\$181,543	\$1,946,053
Total operating revenue	\$2,072,569	\$3,994,186	\$4,657,872	\$2,434,760	\$2,223,112
Total operating revenue less operating in-kind	\$1,977,569	\$3,906,125	\$4,568,843	\$2,345,731	\$2,223,112
Total revenue	\$2,072,569	\$3,994,186	\$4,657,872	\$2,434,760	\$2,223,112
Total revenue less in-kind	\$1,977,569	\$3,906,125	\$4,568,843	\$2,345,731	\$2,223,112

## Revenue Narrative

FY 2019	n/a
FY 2020	Please Note: Trustee and Board contributions are down 67% in FY20 from FY18 because an endowment campaign was conducted in FY18 to create a fund in recognition of the retirement of Gilmore Director Dan Gustin.
FY 2021	n/a

## Expense Details

	FY 2019 Total	FY 2020 Total	% Change	FY 2021 Total	% Change	FY 2021 Program	FY 2021 General & Administrative	FY 2021 Fundraising
Personnel expenses - Operating								
W2 employees (salaries, payroll taxes and fringe benefits)	\$1,204,891	\$1,338,046	11%	\$1,363,437	2%	\$678,162	\$444,270	\$241,005
Independent contractors	\$100,583	\$64,934	-35%	\$65,414	1%	\$65,414		
Professional fees	\$41,809	\$96,300	130%	\$154,606	61%	\$107,550	\$46,189	\$867
Total personnel expenses - Operating	\$1,347,283	\$1,499,280	11%	\$1,583,457	6%	\$851,126	\$490,459	\$241,872
Non-personnel expenses - Operating								
Occupancy costs	\$134,466	\$54,905	-59%	\$159,418	190%	\$22,578	\$134,810	\$2,030
Depreciation	\$20,365	\$25,326	24%	\$16,012	-37%	\$10,063	\$5,382	\$567
Non-personnel expenses not listed above	\$459,297	\$652,563	42%	\$364,796	-44%	\$259,014	\$88,568	\$17,214
Total non-personnel expenses - Operating	\$614,128	\$732,794	19%	\$540,226	-26%	\$291,655	\$228,760	\$19,811
Total operating expenses	\$1,961,411	\$2,232,074	14%	\$2,123,683	-5%	\$1,142,781	\$719,219	\$261,683
Total expenses	\$1,961,411	\$2,232,074	14%	\$2,123,683	-5%			
Total expenses less in-kind	\$1,866,411	\$2,144,013	15%	\$2,034,654	-5%			
Total expenses less depreciation	\$1,941,046	\$2,206,748	14%	\$2,107,671	-4%			
Total expenses less in-kind and depreciation	\$1,846,046	\$2,118,687	15%	\$2,018,642	-5%			

## Expense Narrative

FY 2019	n/a
FY 2020	n/a
FY 2021	n/a

**Balance Sheet**

Assets	FY 2019	FY 2020	% Change	FY 2021	% Change
Current assets					
Cash and cash equivalents	\$1,829,190	\$2,595,616	42%	\$3,039,805	17%
Receivables	\$404,961	\$1,022,995	153%	\$881,060	-14%
Investments - current	\$7,488,461	\$8,049,664	7%	\$10,003,770	24%
Prepaid expenses & other	\$27,518	\$162,425	490%	\$214,536	32%
Total current assets	\$9,750,130	\$11,830,700	21%	\$14,139,171	20%
Long-term/non-current assets					
Investments - non current			n/a		n/a
Fixed assets (net of accumulated depreciation)	\$58,602	\$40,294	-31%	\$24,282	-40%
Non-current assets not listed above			n/a		n/a
Total long-term/non-current assets	\$58,602	\$40,294	-31%	\$24,282	-40%
Total assets	\$9,808,732	\$11,870,994	21%	\$14,163,453	19%
Liabilities & Net Assets	FY 2019	FY 2020	% Change	FY 2021	% Change
Current liabilities					
Accounts payable and accrued expenses	\$84,198	\$312,312	271%	\$143,364	-54%
Deferred revenue	\$12,924	\$167,136	1,193%	\$142,354	-15%
Loans - current		\$218,700	n/a	\$213,004	-3%
Additional current liabilities not listed above	\$337,840	\$94,912	-72%	\$100,282	6%
Total current liabilities	\$434,962	\$793,060	82%	\$599,004	-24%
Long-term/non-current liabilities					
Long-term/non-current loans			n/a		n/a
Additional long-term/non-current liabilities not listed above	\$275,157	\$217,209	-21%	\$169,535	-22%
Total long-term/non-current liabilities	\$275,157	\$217,209	-21%	\$169,535	-22%
Total liabilities	\$710,119	\$1,010,269	42%	\$768,539	-24%
Net assets					
Unrestricted	\$1,982,472	\$2,258,312	14%	\$2,569,389	14%
Restricted	\$7,116,141	\$8,602,413	21%	\$10,825,525	26%
Total net assets	\$9,098,613	\$10,860,725	19%	\$13,394,914	23%
Total liabilities & net assets	\$9,808,732	\$11,870,994	21%	\$14,163,453	19%

**Balance Sheet Narrative**

FY 2019	n/a
FY 2020	The Gilmore received a Paycheck Protection Program loan (PPP) in FY20, which appears on the Balance Sheet. Per the terms of the loan and eligibility of the organization, it is anticipated that the loan will be converted to a grant. The PPP is a program of the U.S. Small Business Administration, which was created to assist small businesses and nonprofits during the pandemic.
FY 2021	n/a



**Balance Sheet Metrics**

	FY 2019	FY 2020	% Change	FY 2021	% Change
Months of operating cash -- Unrestricted	11.19	13.95	25%	14.38	3%
Working capital -- Unrestricted	\$2,199,027	\$2,435,227	11%	\$2,545,107	5%
Current ratio -- Unrestricted	6.06	4.07	-33%		-100%
Net assets as a % of total expenses	464%	487%	5%	631%	30%
Fixed assets (net)	\$58,602	\$40,294	-31%	\$24,282	-40%
Condition of fixed assets		961%		1,661%	
Leverage -- Unrestricted		7%	n/a		-100%
Total debt		\$218,700	n/a	\$213,004	-3%
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.

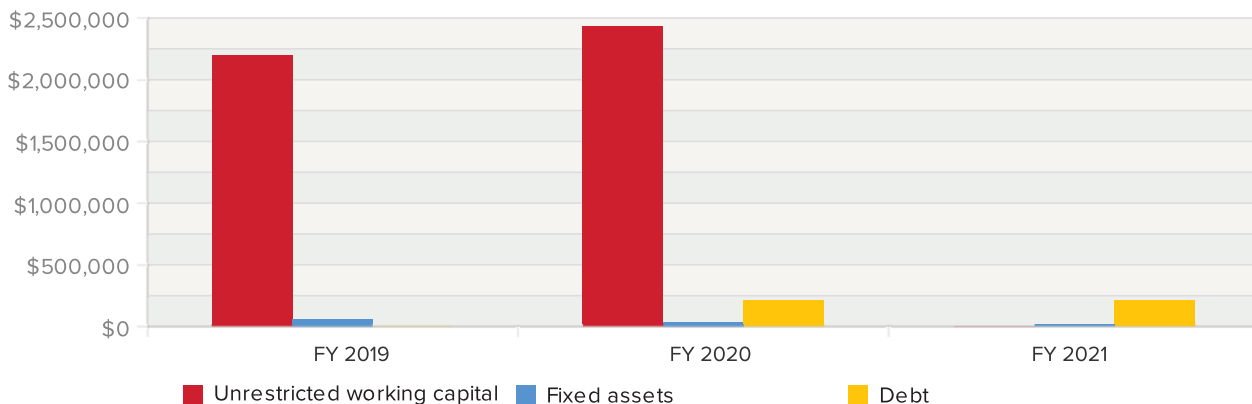
Condition of fixed assets indicates the potential need for replacement or repair of fixed assets (such as buildings, furniture, office equipment, sets and props). This is especially significant for organizations that own a building or carry a long-term lease. Accumulated depreciation of less than 50% 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.

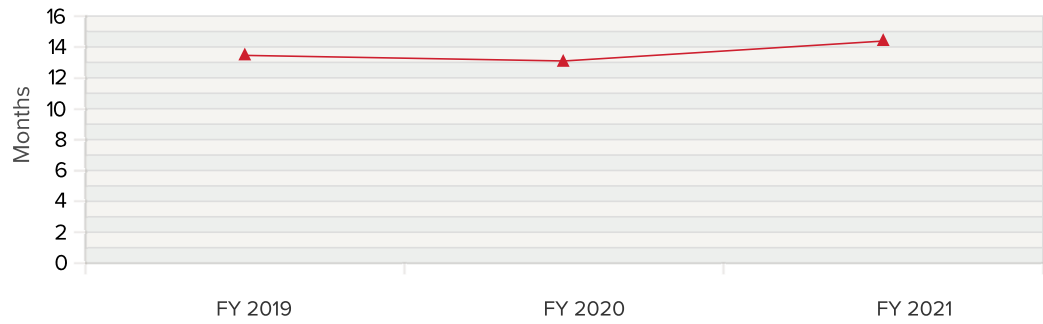
Fixed assets net is the value of all land, buildings, equipment, leasehold improvements and other property and equipment owned by the organization. It is calculated net of accumulated depreciation to reflect the reduction in the value of an asset as it ages and is used.

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 2019	FY 2020	% Change	FY 2021	% Change
Total attendance					
Paid	2,232	10,599	375%	190	-98%
Free	4,854,753	1,810,180	-63%	3,716	-100%
Total	4,856,985	1,820,779	-63%	3,906	-100%
In-person attendance					
Paid	2,232	10,599	375%	40	-100%
Free	4,453	9,201	107%	1,668	-82%
Total	6,685	19,800	196%	1,708	-91%
Digital attendance					
Paid		0	n/a	150	n/a
Free	4,850,300	1,800,979	-63%	2,048	-100%
Total	4,850,300	1,800,979	-63%	2,198	-100%
In-person attendees 18 and under	2,171	18,019	730%	1,644	-91%
Programs in schools	FY 2019	FY 2020	% Change	FY 2021	% Change
Children served in schools	445	1,446	225%	3,375	133%
Hours of instruction	2,259	2,697	19%	1,688	-37%

**Workforce**

	FY 2019	FY 2020	% Change	FY 2021	% Change
Number of People					
Employees: Full-time permanent	12	10	-17%	11	10%
Employees: Part-time permanent	16	1	-94%	2	100%
Employees: Part-time temporary		16	n/a	16	0%
Volunteers	60	29	-52%	0	-100%
Independent contractors	25	1	-96%	21	2,000%
Interns and apprentices	5	0	-100%	0	n/a
Total positions	118	57	-52%	50	-12%

**Visual & Performing Artists**

	FY 2019	FY 2020	% Change	FY 2021	% Change
Number of visual & performing artists	37	17	-54%	23	35%
Payments to artists & performers	\$157,050	\$51,002	-68%	\$172,964	239%

**Covid-19 Impact**

	FY 2019	FY 2020	FY 2021
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		4	0
Number of employees furloughed		0	0
Of those furloughed or laid off employees, how many (if any) have been brought back?		0	0

## Mission and Constituency

### Mission statement

The Gilmore's mission is to promote and develop keyboard musical experiences that inspire present and future artists and audiences.

### 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

Urban

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

## Program Activity

In-person activity	FY 2019		FY 2020		FY 2021	
	Distinct offerings	# of times offered	Distinct offerings	# of times offered	Distinct offerings	# of times offered
Productions (self-produced)	34	34	15	24	14	14
Productions (presented)					3	3
Classes/assemblies/other programs in schools	7		6	2,984	3,375	3,375
Classes/workshops (outside of schools)	41	4,466	2	336	1,547	1,547
Field trips/school visits			1	5	2	2
Guided tours			0	0		
Lectures	2	2	0	0	10	10
Permanent exhibitions			0		0	
Temporary exhibitions			0		0	
Traveling exhibitions (hosted)			0		0	
Films screened			0	0		
Festivals/conferences	0		0		0	0
Readings/workshops (developing works)			0	0		
Community programs (not included above)			0	0		
Additional programs not listed above	0	0	0	0	0	0

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 2019			FY 2020			FY 2021		
	Distinct offerings	# times digitally offered	On-demand	Distinct offerings	# times digitally offered	On-demand	Distinct offerings	# times digitally offered	On-demand
Productions (self-produced)				12	12	17	29	29	0
Productions (presented)							3	3	0
Classes/assemblies/other programs in schools				8	255				
Classes/workshops (outside of schools)				4	207				
Field trips/school visits									
Guided tours									
Lectures									
Permanent exhibitions						0			0
Temporary exhibitions						0			0
Traveling exhibitions (hosted)						0			0
Films screened									
Broadcast productions							30	30	0
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 2019		FY 2020		FY 2021	
	Total	Associated with digital program delivery	Total	Associated with digital program delivery	Total	Associated with digital program delivery
Earned revenue	\$86,901		\$37,179		\$66,122	
Contributed revenue	\$1,905,950		\$3,282,733		\$2,464,154	
Operating expense	\$1,961,411		\$2,232,074		\$2,123,683	

## Program Activity

	FY 2019	FY 2020	% Change	FY 2021	% Change
Fiscally sponsored projects		0	n/a		n/a
Amount distributed to fiscally sponsored projects		\$0	n/a		n/a
Residencies		0	n/a	0	n/a
Scholarships awarded		88	n/a	332	277%
Amount awarded in scholarships		\$1,320	n/a	\$4,980	277%
Other grants awarded	8	2	-75%		-100%
Amount awarded in grants	\$80,839	\$50,000	-38%		-100%
Public art installations		0	n/a	0	n/a
Works commissioned	1	4	300%	2	-50%
Films produced		0	n/a	0	n/a
World premieres		0	n/a	2	n/a
National premieres		0	n/a	2	n/a
Local/regional premieres		1	n/a	1	0%
Published works (physical)		0	n/a	0	n/a
Published works (digital)		0	n/a	0	n/a
Private lessons (in-person)		0	n/a	0	n/a
Private lessons (digital)		0	n/a	0	n/a
Competitions		0	n/a	0	n/a
Open rehearsals		0	n/a	0	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 2019	n/a
FY 2020	Please Note: 1) FY19 Free Attendance includes more than 4 million radio listeners to the Gilmore Festival Radio Series, which was discontinued in order to direct funds to the development of The Gilmore's live streaming activities. 2) FY19 and FY18 Classes/workshops (outside of schools) numbers should appear in Classes/assemblies/other programs in schools. The new CDP form has placed historical numbers in the wrong category.
FY 2021	The 2020-2021 season was presented entirely via livestream due to the closing of performing arts venues in response to the pandemic. We don't have access to how many people may have watched performances virtually from individual households.