

# 2016 Grant Application to [REDACTED] Charitable Fund

## Program Summary

[REDACTED] is a formational institution in the lives of [REDACTED] residents who value, practice, or study art in a diverse array of forms, from theatre to music, films to gallery displays. In order to enhance the creative possibilities available to our artists, students, and community audience, we have launched a capital campaign to fund key projects addressing issues which are currently limiting the full potential of the center. The improvements include a sound system; stage draping, lighting and grid systems; seating risers; a sprung dance floor; and a projection system, all necessary to make our spaces more flexible and functional, helping us to support exciting new performances, exhibitions, classes, workshops and events. The capital program is well underway with some improvements already installed, resulting in enthusiastic feedback. When complete, the improvements will allow [REDACTED] to better support its continued growth, make new programs and partnerships possible and improve audience experience and accessibility.

## Join Our Momentum: A Request for Capital Program Support

[REDACTED] is now in an exciting stage of its 30+ year presence in the greater [REDACTED] community. Through a renewed focus on building partnerships, we have pushed the boundaries on the artistic experiences available to [REDACTED] residents and received recognition and support from prestigious institutions including the [REDACTED] Council on the Arts. Together with artists, residents, partner organizations and local businesses, we are redefining the role of art in our community and bringing people together around shared passions for self-expression, cultural diversity, and creative innovation.

Our theatre, classrooms, and exhibition spaces are buzzing with fresh energy from local artists, both young and old, blossoming and seasoned. Hundreds of community members crowd into our center weekly to experience professional music, dance, and theatre performances, and in June, we'll start our summertime youth workshops which foster [REDACTED]'s next generation of talent. Throughout the summer, we'll host scores of indoor and outdoor events, including concerts, dance performances and other exhibitions made possible through equipment funded by [REDACTED].

From the youth pianist learning the craft at a price her family can afford, to the local artist displaying his work in our gallery, or even the elderly resident who enjoys spending her summer evenings listening to music, each individual we serve will tell you that they rely on [REDACTED] for the richness, color, and community connection it brings to their lives. Our vision for the future is to offer artistic opportunities in [REDACTED] that are unbridled by limitations of equipment, technology, and accessibility. We are

currently celebrating the fact that we are not alone in this vision—to date, we’ve received over \$200,000 in support from organizations and individuals to fund key upgrades identified as necessary for achieving the vision put forth in our latest strategic plan. Now, we are asking for [REDACTED]’s support to help us reach our capital program goal and expand the artistic possibilities available to our artists, attendees, and community as a whole.

## 1. Our Impact in the Community

[REDACTED] is a multi-arts center serving the greater [REDACTED] community through performance, exhibition and education, offering art classes, curated exhibitions, music instruction, language programs, literary events, theater, music, dance, and services to the arts community. We were established in 1985 and incorporated as a 501(c)(3) in 1998. Our calendar of classes, exhibitions and performances is constantly updated on our website at [REDACTED]

Through our programming we profoundly impact the lives of participants. At the individual level, we have had impact in the following ways:

- **Young people and learners of all ages** have gained access to affordable classes and workshops to develop passions, hone talents, and discover tools for self-expression and community engagement
- **Experienced artists and performers** have gained access to professional-level exhibition spaces and a community of support unavailable elsewhere in the local area
- **Residents of [REDACTED]** have gained access to opportunities to explore new cultures and traditions, engaged in dialogue around compelling issues through art, and demonstrated support for local creative efforts

In addition to our impact at the individual level, [REDACTED] has made significant contributions to the cultural and economic vitality of greater [REDACTED] through its strategic partnerships and efforts to define [REDACTED] as a place where the arts are alive and thriving.

- In 2010 [REDACTED] assumed a lead role, in partnership with the [REDACTED] and local businesses, in establishing the [REDACTED] **Arts District**
- The Arts District is part of an ongoing economic development effort **to increase year-round tourism and visitation** in [REDACTED] by providing expanded opportunities for the display, performance and creation of arts and culture programming
- Among our achievements is the **successful launch of [REDACTED]** now an annual festival showcasing the Village’s arts, cultural and historical organizations and generating much needed economic activity during the off-season

████████ accomplishes all it does with just one full-time employee (the Executive Director), an active Board of Directors and 15 volunteers. We are mission-driven to provide affordable, accessible arts engagement for the whole community. By leveraging an efficient operating model, we are able to direct more than 95% of our budget to support programming.

## 2. Audiences and Demographics Served

Here at ██████, every day we see that art is the thread that weaves communities together. Through our diverse array of learning opportunities, exhibitions, and live performances, we provide an inclusive space for local residents of all ages to pursue their passion for art, whether by creating it themselves or enjoying the work of others. In 2015, over 35,000 people attended our programs. We offered 95 live performances (music, theater productions, and dance), 500 classes (music instruction, language, visual arts, voice, acting, and more), and 12 art exhibitions. We're on track to exceed these figures in 2016, and we invite you to learn more about our upcoming offerings through the attached Program Overview. .

We focus our efforts to ensure that our programs are accessible to diverse audiences of all ages. The Town of ██████ has a population of approximately 55,000 with an ethnic composition similar to that of ██████ County. ██████'s year-round residents earn less than the County as a whole: median income in ██████ is \$53,387, below the county average of \$65,288. ██████'s poverty rate is also greater than the county rate (8.3% versus 6%). In recognition that ██████ exists to serve the entire community, we place high priority on ensuring that ticket prices remain affordable for families, students, seniors and historically underrepresented populations.

Increasing the artistic, generational, cultural, ethnic and racial diversity of our program offerings is a core objective of our Strategic Plan. One of the most effective tools we have used to address diversity is targeted board recruitment: we select leaders who are well-positioned to strengthen ██████ relationship with underrepresented segments of the community, and work to determine potential obstacles to participation in our programs and adjust them to become more inclusive and diverse. Gender representation on the Board is roughly 50/50, and age representation has recently improved with new board members in their 30's and 40's joining existing members primarily age 60 and up, bringing important new perspectives and ideas to the table. Recent outreach has emphasized attracting members who are able to incorporate more African American and Latino cultural influences in ██████'s programming.

## 3. Our Vision for the Future

Looking forward, ██████ will continue to play a vital role in fostering culture and arts learning, appreciation, and performance in the ██████ Village, while evolving to meet the changing needs and ambitions of those we serve. In order to achieve this, our organization is currently in a period of managed growth and expansion. To guide our efforts, the ██████ Board is implementing its 2014-2017 Strategic Plan, which articulates four key goals:

- **Support and Strengthen the [REDACTED] Village Arts District:** Objectives encompass building audiences, expanding programs, establishing new partnerships, increasing artist engagement, increasing diversity and completing capital improvements needed to support programmatic growth.
- **Strengthen organizational capacity:** Objectives encompass community engagement and board development with a focus on increasing diversity, strengthening development and marketing capacity, and emphasizing best practices in nonprofit leadership and governance.
- **Continue to develop [REDACTED] facility as a community anchor:** Objectives encompass installing flooring to support dance programs, seating risers, a curtain system, a projector and other improvements that will help the organization to plan and prepare for further growth and collaborations with artist and arts partners.
- **Measure and monitor progress toward achieving Strategic Plan goals:** Objectives encompass tracing metrics, monitoring program quality and diversity, and conducting audience surveys.

Now two years into implementing our Strategic Plan, [REDACTED] has greatly expanded its Board of Directors, which has taken a hands-on approach to building the organization. Diversity in programming is improving; audiences are growing; a unified branding and marketing strategy is in place; and we are achieving exciting progress with securing funding for our capital program.

#### 4. Goals and Objectives of the Capital Program

The capital program is driven by [REDACTED]'s 2014-2017 Strategic Plan and is intended to provide more functional and flexible spaces that will effectively support a wide variety of uses including performances, exhibitions, classes, workshops and events. The improvements will support existing programming and make new programs and partnerships possible. The audience experience and accessibility will be improved as well. Expected outcomes include:

- **Full funding** of necessary improvements
- **Staged installation** of improvement projects
- **Comprehensive evaluation** of capital program results and impact

##### Goal 1: Secure funding for all necessary improvements

###### Objective 1.1: Dance Floor with Pro Marley Top

[REDACTED] has introduced dance as part of its strategic plan, however creative possibilities are constrained due to a lack of proper dance infrastructure. Potential partnership opportunities have been lost (including [REDACTED]) because the facility is not yet up to par. The

flooring system and surface will resolve this problem and allow us to support new dance programs and partnerships. The installation will consist of a portable sprung floor system to create a 40' x 32' proper dance surface. It could also be used offsite for other events.

#### **Objective 1.2 Grid/Fly system (phase 2)**

We have received funding commitment for phase 1 of the Grid/Fly system under a state grant and will implement the improvements once the [REDACTED] contract is executed, expected for fall 2016. The grid is a ceiling mounted structure suspended over the stage that supports lighting, sound system components, stage effects and scenery for theatrical, dance and other productions. The rigging can also be used to hoist components such as curtains, lights and scenery during a performance. There is currently no grid; there are only fixed, ceiling mounted acoustic panels and lighting. This configuration greatly inhibits the acoustics, limits the use of lighting, and constrains set design for theater and other productions.

Under phase 1, the grid will replace the existing acoustic panels and lights. It will provide greatly improved flexibility for the space with regard to acoustics, lighting and set design. The grid will be fully functional upon installation, and the design will allow for phase 2 installation of the flybar system. The fly will allow for sets, scenery and curtains to be hoisted during theater and dance productions. It will also increase the flexibility of the performance space for the many uses it supports.

#### **Objective 1.3. Draping (phase 2): Velour main curtain with legs and header for proscenium**

[REDACTED] performance space has no back stage area. Actors, technical staff and other performers must access the stage in full view of the audience, limiting creative options. A draping system funded in phase 1 (slated for implementation in fall 2016) will create wing space and form an “alleyway” along the west wall to form a visual barrier between the audience and performers/technical staff. The system will be on a ceiling mounted track and automated, allowing customized configurations without any need to engage outside labor. Phase 1 installation will include hardware for phase 2, which will save on labor costs overall.

Phase 2 draping will provide the traditional curtain that separates the audience from the stage. It will be automated and mounted on the flybar system to allow for easy positioning with minimum labor. All draping will use high-quality fabric with a 30 year service life.

#### **Objective 1.4. Lighting: “Intelligent” lighting compliment to augment existing system; control upgrade**

The upgraded lighting will resolve longstanding limitations of the existing system, which was not purpose-built for the increasing diversity of uses within the facility. There will be intelligent wash fixtures, intelligent spot fixtures, and a control and distribution system—all typical features for performances of the caliber that [REDACTED] presents.

**Objective 1.5. Projection System: HD large venue projector, control system, switching system, multi-format playback**

The projection system will allow for film screenings and multi-media events, productions and workshops which are not currently feasible with current infrastructure and resources.

**Objective 1.6. Gallery Lighting: Track/LED system**

██████'s art gallery lacks the lighting systems needed for the proper display of art. This system will provide the flexibility needed to address current and future exhibition needs.

The current status of the capital program is as follows:

Year 1 (2015)	Est. Cost	Status
Sound system	\$75,000	Funding committed
Stage Draping (phase1)	\$25,000	Funding committed
Stage Grid System (phase 1)	\$25,000	Funding committed
Seating Risers	\$50,000	Funded; equipment installed March 2015
<b>Total Year 1</b>	<b>\$175,000</b>	<b>✓ Funding goal reached</b>
Years 2-3 (2016/17)		
Dance Floor (portable sprung/Marley top)	\$30,000	
Fly system (stage grid phase 2)	\$13,000	
Stage Draping (phase 2)	\$32,000	
Lighting system	\$94,000	
Projection System	\$86,000	\$50,000 Commitment pending
Gallery Lighting	\$13,000	
<b>Total Years 2-3</b>	<b>\$268,000</b>	<b>\$11,000 advance ticket sales 5/29/16 Gala</b>
<b>Total Capital Program Goal</b>	<b>\$443,000</b>	<b>53% of goal achieved to date</b>

**Sources and amounts of other support.** Commitments to date are comprised of funding from ██████; ██████; ██████; contributed support; Village of ██████ and advance ticket sales for the May 29, 2016 gala. (Anticipated revenue from gala is \$55-75,000)

**Goal 2. Implement improvements as fundraising milestones are reached**

**Objective 2.1: Dance Floor**

The Sprung floor with Pro Marley Top will be installed when we reach the \$30,000 goal.

**Objective 2.2 Stage systems**

The Fly system (phase 2); Draping (phase 2); and lighting will be installed when we reach the \$139,000 goal.

**Objective 2.3. Projection System**

The HD large venue projector, control system, switching system, and multi-format playback will be installed when we reach the \$86,000 goal (\$50,000 commitment pending).

### **Objective 2.4 Gallery Lighting**

The Track/LED lighting system will be installed when we reach the \$13,000 goal.

Goal 3. Measure and monitor impact of capital improvements on audiences, programming and partnerships

### **Objective 3.1 Track metrics**

- Ticket sales
- Audiences/attendance (target is 30,000 attendees)
- Tuition revenue and student enrollments
- Website hits

### **Objective 3.2 Monitor success of program development and partnerships**

- Track progress of partnership development (new/expanded partnerships)
- Evaluate diversity of programming around age, ethnicity, culture, gender, artistic disciplines and other pertinent aspects of community diversity

### **Objective 3.3 Program evaluation**

- Metrics
- Audience feedback
- Artistic director feedback
- Parent feedback via parent liaisons assigned to youth programs

## **Project Duration and Long-term Impact**

Our goal is to complete the capital program and installation of all necessary enhancement projects by the end of 2017.

The improvements will have a long-term impact on [REDACTED] and those we serve, with an expected service life of 15-30 years for each project. [REDACTED] will budget for and support any maintenance that the equipment may require after it is installed. Proper care and upkeep will be ensured through controls overseen by the Executive Director and clearly communicated to the artistic directors.