



Business Plan Community Arts Center Geneva, IL



Prepared by the Geneva Cultural Arts Commission Community Arts Center Planning Committee

Co-Chairmen

Doug Holzrichter / Member, Geneva Cultural Arts Commission (GCAC)
Vic Portincaso / Past Member, GCAC

Committee Members

Pat Bouvat / Member, Greater Geneva Art Guild (GGAG)
Mary Ann Diggory / Member, GGAG and GCAC
Lynette Dubovik / Member, GGAG
Jeanne Dyer / Member, GGAG
Jean Gaines / President, Geneva Chamber of Commerce
Larry Johnson / Board Member, Geneva Foundation for the Arts; Member, GGAG
Christine Lazaris / Director, Geneva Public Library District
Craig Maladra / Alderman, City of Geneva
Michael Olesen / Geneva Business Owner
Nicole Vickers / Superintendent of Recreation, Geneva Park District

DATE: 27 October 2016

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I. Executive Summary

Geneva's Cultural Arts Commission was created by Ordinance in 2006. As stated in the Ordinance, "The Cultural Arts Commission is an advisory committee and will make recommendations to the City Council. The purpose of the Cultural Arts Commission shall be to serve as an information center for the cultural arts within the City of Geneva by providing information to and about arts groups and maintaining an annual arts activity calendar for the Community. Additionally, the Commission shall provide guidance to the Community in creating a permanent Cultural Arts Center and, upon its establishment, to oversee the management thereof."



In the fall of 2010, the City of Geneva in cooperation with the Geneva Cultural Arts Commission (GCAC) retained Public Research Group, LLC to survey the Community to understand its cultural needs and gauge public interest in building a Cultural Arts Center. The conclusions of the needs assessment showed there was a high level of support for the arts in Geneva and significant interest in an Arts Center. While there was strong support for a Community Arts Center, the survey also found that Geneva residents were uncertain about funding for its development and operation.

During the course of recent planning, it was also reported by the Geneva Park District that they had conducted a survey to determine if they're responding properly to Community needs. The results of their survey indicated that cultural art is an unmet need.

In 2013, the Geneva Foundation for the Arts was formed as a 501(c)(3) not-for-profit organization to work hand in hand with the Cultural Arts Commission. The Foundation's mission is to acquire and manage funds to promote a thriving arts Community in Geneva. Contributions will be sought from various sources including public and private to fund artistic development in our Community.

Planning Approach

In the fall of 2015, Community leaders, experts and representatives of local organizations were invited to participate in a forum to share information and ideas on the best approach to move forward. Two forums were held and a number of ideas and themes were discussed. Summaries of the discussions are included in Appendix A.

A planning committee, made up of Community leaders, experts and representatives of local organizations was then formed by the Geneva Cultural Arts Commission to carry out the initiative – to define the vision, location, management, financial requirements, and

programming for the proposed Arts Center. The planning approach involved forming four sub-committees as follows:

- The **Research Sub-Committee** investigated comparable facilities. Information about organizational structure; annual revenue and expenses; revenue sources; size; programs offered, etc. was gathered.
- The **Location/Real Estate Sub-Committee** created an inventory / data base of existing, vacant properties near downtown Geneva that may be suitable for a Community Arts Center. A survey form was used to document data about each potential location including size, availability, ownership, cost, etc.
- The **Financial / Pro-forma Sub-Committee** developed the Business Plan based on information provided by the Research and Location/Real Estate Sub-Committees.
- The **Liaison & Communications Sub-Committee** provided strategic information to the City Government and Community.

Through the efforts of the Planning Committee, this Business Plan was created to provide a viable approach to establish a Community Arts Center.

What a Center will be

Throughout the planning process, the Committee's research provided constructive guidance on establishing a successful Arts Center. A Community Arts Center in Geneva will focus attention on the arts and become a true cultural asset. Ideally, it will be a place where children, young people, adults and seniors can meet to engage with people of similar interests in photography, painting, ceramics, creative writing, filmmaking, drama, music, sculpture/3-D art, and crafts. In addition to exhibitions and small scale performances, the center will offer classes for all ages, particularly programs for children during summer and school vacations. The center will operate as a member-driven organization where individuals or families will pay a modest annual fee to help support the center and its programs. Its program offerings will be designed in response to member interests.

Location

The preferred location is downtown Geneva with adequate and convenient parking. Additionally, the location should have good visibility and be situated to attract downtown visitors and promote other local art-based organizations. The committee has investigated and gathered real estate data for the purpose of planning, but final decisions on location will depend on timing and availability. *This could be an excellent opportunity for a patron of the arts to offer support by donating vacant space to establish an initial location for the Arts Center.* Please refer to Appendix C.

Programming

Exhibitions – Initially, the center will become the site for the year-round program of exhibitions. The Greater Geneva Arts Guild has a great need for gallery space, and the Center will support an expanded exhibition program for a much larger audience.



Performances – The Geneva Park District is establishing a new theater location that is expected to support a variety of dramatic productions and musical events. This may be an opportunity to collaborate with the Park District; however, the Community Arts Center should have the ability and flexibility to accommodate small scale performances.

Workshops - Designed for adult learners, these will focus on topics from creative writing to painting, sketching, photography, filmmaking, music, digital arts depending on member interests. Strategic partnerships with the Geneva Public Library, Schools and Park District will be advantageous to programming.



Children's Programs – Strong emphasis will be placed on the Center's programming for children. As with Workshop programming, Strategic partnerships with the Geneva Public Library, Schools and Park District will be advantageous.

Affinity Groups – The center will help organize and schedule regular meeting space for interest-based groups. Fostering connections among Geneva residents with common interests will be a significant contribution to the Community.



Communications – The center will function as a clearinghouse for arts information in Geneva, offering a comprehensive web-based calendar of arts events as well as notification by mail, email and social media.

Operations and Management

The center's programs will be developed and managed by a paid Executive Director, and supported by a well-organized system of volunteers provided by the Greater Geneva Art Guild and Community. Instructors for classes will likely be hired on a contract basis and be compensated through modest tuition and material fees. As the Center grows and becomes more established, other full or part-time paid positions may be added to manage educational programs, marketing and public relations. It is proposed that operation and management of the Center be undertaken by the Geneva Foundation for the Arts, a 501(c)(3) not-for-profit organization.

Financial Model

The Center's revenue will come from private sources such as membership dues, program fees, tuition, entrance fees for exhibitions, facilities rental, program advertising, foundation grants, and fundraising. This plan establishes a revenue goal of approximately \$225,000 in the first full year to offset expenses and reserves. In addition to annual expenses, a start-up cost of approximately \$15,000 should be budgeted for equipment and furnishings. *This would be an excellent opportunity for art patrons to donate usable goods to the Arts Center.* There is no expectation to use public funds at this time. Refer to Appendix D for more detail.

End of Executive Summary

II. Need for a Community Arts Center

The Survey

The City of Geneva in cooperation with the Geneva Cultural Arts Commission (GCAC) retained Public Research Group in the fall of 2010 to survey the Community to understand its cultural needs and gauge public interest in building a Cultural Arts Center. The needs assessment was thought to be a critical first step to determine if further study should be undertaken for a new Cultural Arts Center. The process was open and transparent and relied heavily on the Community, the Cultural Arts Commission, and targeted focus groups that could express perspectives and views within the Community. As a fresh planning initiative, this needs assessment sought to define the essence of the arts within the City and provide insight into new opportunities for programs, operations and facilities for the next several years. A copy of the survey is available on the Geneva Cultural Arts Commission's website.

The data showed that residents are generally supportive of amenities within a Cultural Arts Center with 34% preferring that a center be a renovated structure, and 21% a shared use center. To support a Cultural Arts Center, 23% of respondents said they would be willing to donate.

The input received from the different sources provided insight into the level of cultural arts within the City. An important goal was to understand the likelihood of support to build a new Arts Center. A second goal was to develop an understanding of the future of cultural arts within the city. This includes the types of events attended, satisfaction with those events and how familiar residents were with the Geneva Cultural Arts Commission (GCAC).

The conclusions of the needs assessment gave the Geneva Cultural Arts Commission a great deal of information to share with both the Community and elected officials. The level of financial support for a new Cultural Arts Center was uncertain, but there was interest in developing more awareness by the Geneva Cultural Arts Commission through internal organizational enhancements and an external marketing campaign. The possibility of having a dedicated administrative space for the arts was of interest to provide an outlet for the Community to know more about the Cultural Arts Commission and its programs. Generally, Geneva residents are frequent patrons of the arts and are generally satisfied with local events; funding for major initiatives should not rely on tax increases; exploration of partnerships has merit for the future endeavors; and there are many opportunities to continually improve cultural arts in the City of Geneva, but it should be done in a cost effective way.

Economic Impact to the Community

It's no secret that Economic Development and the arts go hand in hand. On a national level, it has been reported by *Americans for the Arts* that the country's nonprofit arts and culture

industry generates over \$135 billion dollars in economic activity every year. And in a publication titled *Arts and Culture Planning: A Tool Kit for Communities* by the Chicago Metropolitan Agency for Planning (CMAP) the following was stated: “While arts and culture are sometimes marginalized and seen as a nice “extra,” they are necessary ingredients for making communities attractive and vibrant places to live and work.”

CMAP goes on to say: “While abstract, livability is seldom an accident. Livable communities are created through effective planning and decisions by local officials, developers, and individual residents. Arts and culture already plays an important role in the region, but it has even greater potential to help communities achieve their objective through local planning that is creative, smart, and resourceful.”

III. The Vision of a Community Arts Center

In addition to the Community Survey, the Cultural Arts Commission conducted two Community forums in the fall of 2015. The input provided further framework for what is desired. The subsequent Planning Research Sub-Committee also prepared a comprehensive report of comparable Community Art Centers throughout the country. Information was gathered using the internet, phone and email inquiries. The research provided data about property acquisition, revenue generation, governance, staffing, program offerings and essential factors for success. A matrix of information for 48 Arts Centers around the country was prepared.



Throughout the information gathering process, there was a range of comments and ideas, but common themes arose:

- Make the arts more visible / develop more awareness.
- A physical presence and home for cultural arts is important to cultivate art.
- A community gathering place where people can explore art.
- The facility should be manageable, and not too big.
- Clearinghouse for art events; coordinate and share with the City, Park District, Library, Schools, Art Guild, etc.
- Collaborate with other art education providers.
- Don't compete with neighboring performing arts centers.
- Proximity to downtown is essential.
- It should be a Community destination.
- Create revenue through memberships, event fees, classes, grants, donations, sponsorships.

From all information gathered, the following Mission and Vision Statements were created. A Mission Statement communicates the organization's reason for being and how it aspires to serve its key stakeholders. The Vision Statement is a narrower, future-oriented declaration of the organization's purpose and aspirations.

Mission Statement for a Community Arts Center in Geneva

The Geneva Cultural Arts Center is a place that fosters cultural enrichment through exhibitions, performances, and classes.

Vision Statement

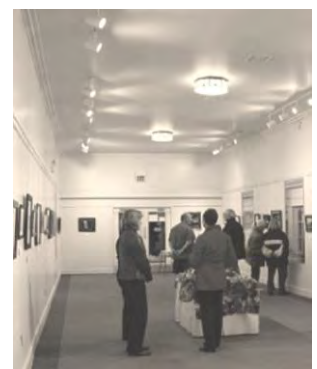
The Geneva Cultural Arts Center will:

- connect people with common interest in written, visual, and performing arts;
- provide local and regional artists an opportunity to present their work, thereby enhancing the number and nature of cultural activity in Geneva;
- operate in collaboration with all organizations in the Geneva area involved in the arts;
- integrate in many ways with the Geneva Community, bringing business and increased visibility to our restaurants, stores, and hotels

The Geneva Cultural Arts Commission was initially established with the belief that arts and cultural activities across all genres and forms of participation enhance personal development, and help shape the social and economic identity of a Community. Providing opportunities for people to come together in creation and celebration of the arts develops social capital, and strengthens economic development and civic participation.

Facility Program Statement

Translating vision and needs to physical space is done based on anticipated programming, and attendance or occupancy rates. Keeping in mind that a modest start is more attainable and growth can be accommodated in the future, the following information is intended to establish initial, basic facility requirements. *This could be an excellent opportunity for a patron of the arts to offer support by donating vacant space to establish an initial location for the Arts Center.*



- Located in downtown Geneva with adequate parking for programs and events.
- Flexible, multi-use space to hold events for 50 to 60 guests (standing). The space will accommodate art exhibits and performances on a small scale: (20' x 35') 700 sq. ft.
- Classroom (15 students) / Work Room / Gallery: (20' x 25') 500 sq. ft.
- Storage for supplies, equipment, tables and chairs: 150 sq. ft.

- Reception / Lobby: 150 sq. ft.
- Administration Office(s): 150 sq. ft.
- Restrooms: 150 sq. ft.
- Mechanical & Electrical Services: Not included - TBD

Total Area Needed: 1,800 sq. ft.

IV. Management Summary

Governance

It is being recommended that the new Community Arts Center will become part of the **Geneva Foundation for the Arts (GFA)**. Preliminary discussions with GFA have begun and will continue.

Management, Staffing and Volunteers

It is anticipated that an Executive Director or Development Director (Director) will be hired by GFA. The Director's salary will be commensurate with his or her ability to generate revenue, raise money and manage the Center. The success of the Arts Center and salary potential will depend largely on the Director's performance. The Director will report to GFA and have the following responsibilities:

- Grant writing and fundraising
- Budget management and financial reporting
- Program development, scheduling of classes, performances, exhibitions
- Events bookings
- Coordinate and collaborate with other organizations
- Organize and supervise volunteers
- Marketing and communications
- Facility Rentals
- Center management

This person should have experience in the field, demonstrated skills in fundraising, public relations and communication, advertising/marketing ability and will be the public face of the organization. A part-time Operations Manager might be required to provide leadership, ensure consistent operations, help manage ticket sales, and be present in the office when the Director is not available.

A successful operation will demand an effective and well-managed volunteer network. The **Greater Geneva Art Guild** will be asked to assist with many aspects of the Arts Center including

providing volunteers, organizing exhibits, participating in classes, purchasing memberships and overall promotion.

The Arts Center will also work closely with the Schools, the Park District, the Geneva Public Library, and the Geneva Cultural Arts Commission to coordinate and facilitate events.

As the Center grows and generates more revenue staff will be added to fill such roles as Education Director, Marketing Director, and Ticket Manager. The growth rate of the organization will determine how rapidly staff is added.

V. Financial Plan

Arts Center Programs

As summarized in the Executive Summary, it is anticipated that the Arts Center will offer a full range of visual and performance programming including classes for all ages, summer art camps for children, exhibitions, monthly lectures, demonstrations, and occasional special events. As fund raising and staffing permits, programming, facility rentals, and studio space will be added. The first year's operating budget is based on the following assumptions.

Revenue Generation

- Monthly exhibitions will be scheduled. Further discussion with the Art Guild will be necessary.
- Regular classes will be held for all ages with an average of 10 students per class. As a goal, there will be 6 to 8 classes in each of three semesters with a total of 60 to 80 students per semester, or 180 to 240 annually.
- With two performances per month at \$12 per ticket, and approximately 40 people per event, more than \$11,000 of revenue will be generated.
- Various membership levels will be offered to individuals, families, students and seniors. The Art Guild already exceeds 50 members and continues to grow. With 200 members at an average of \$60 per member, \$12,000 will be generated.
- Rental of the Center twice per month will potentially generate \$6,000 annually.
- Sponsorships and donations will be associated with each event.
- An annual fund-raising campaign / appeal will be undertaken.
- A special annual fund-raiser gala will potentially raise \$20,000 to \$25,000 annually.
- Art and merchandise sales.
- The GFA Board should be developed to include major benefactors.

Marketing the Center and its Programs

The key to the success of the Community Arts Center will be the effective marketing of its programs and events. Along with fundraising and program management, marketing will be the major responsibility of the Director with assistance from the Board of Directors and volunteers.

Marketing has undergone a major shift from print media to social media via email, Facebook, Twitter and a host of other web-based operations. This has reduced the cost of print advertising. However, the center will continue to rely on print media for program, class and workshop brochures, posters, fliers, press releases and newspaper ads.

Start-up Cost

A start-up cost of \$15,000 should be budgeted for equipment and furnishings. *This would be an excellent opportunity for art patrons to donate usable goods to the Arts Center.*

Initial Operating Budget

An Initial Operating Budget has been prepared to identify revenue goals and potential expenses. Once a Director is on board, refinement of the budget will be necessary. At this time, the budget makes assumptions based setting reasonable goals. Please refer to Appendix D for further detail.

VI. Strategy and Implementation

Building Public Awareness

The committee will begin a series of activities designed to build public awareness and support. Such events will be planned in cooperation with the Greater Geneva Arts Guild. Additionally, public information sessions, printed communications, and a website will continue, building toward an eventual grand opening.

Developing an Effective Governing Structure

The Geneva Foundation for the Arts (GFA), under its by-laws, is capable of incorporating the Arts Center within the scope of its operation. A separate committee will likely be established as the primary governing entity of the Arts Center, which may be comprised of representatives of other community organizations.

Hiring Professional Staff and Commencing Operations

The governing body could potentially begin recruiting for the Director position in 2017. The Director will assume responsibility for preparing the Center for commencement of operations.

Next Steps

This plan will be presented to the Geneva Cultural Arts Commission (GCAC) for approval and adoption. Pending approval by GCAC, a presentation will be made to the Geneva City Council to gain their support for advancing the plan.

End

Appendix A

Meeting Summaries

MISSION TO ESTABLISH A COMMUNITY ARTS CENTER

The Geneva Cultural Arts Commission (GCAC) held Community Forums on Saturday, 10/31/2015 and Thursday, 11/5/2015. In addition to Commissioner Doug Holzrichter, Commissioner Vic Portincaso, and Jamie Heflin, Business Development Specialist / City of Geneva, attendees included the following:

10/31/2015

Alderman Craig Maladra; Larry Johnson/Arts Foundation Board Member; Susan Peters / Fund Raising Consultant; Jean Gaines, Director /Geneva Chamber of Commerce; Lily Kay / Art Supporter; Michael Olesen and Mike Simon / Local Businessmen

11/5/2015

Tom Rogers, Principal / Geneva High School; Mary Stith, School Board Member; Al and Lorraine Ochsner / Greater Geneva Art Guild; Christina Lazeris, Director / Geneva Public Library; Nicole Vickers, Superintendent / Geneva Park District

After introductions, Commissioners Holzrichter and Portincaso made a brief presentation about the purpose of the meeting, background of GCAC, Geneva Foundation for the Arts, GCAC's thinking to date, and the benefits of cultural arts.

DISCUSSION ITEMS

As summarized by the following comments, there were several topics of discussion that focused on essential elements to define and establish a Community Arts Center in Geneva.

Comments from the meeting on 10-31-2015

1. Come up with a vision. Define what and how.
2. The facility should be manageable, and not too big.
3. A clear purpose should be established.
4. Once a needs statement is created, it should be tested within the community.
5. We shouldn't compete with neighboring performing arts centers.
6. With so many different art-related opportunities and organizations it becomes confusing as to where to go. It would be good if there was a centralized source to learn about events and opportunities. Each entity should be clearly defined and identified. There is confusion about where and when events are held and by whom.
7. Come up with a way to consolidate various groups and events. Perhaps there should be an Arts Council to act as a clearinghouse. (Purpose of the Cultural Arts Commission.)
8. Study other groups and how they operate.
9. Possibly use an existing space at the Park District or Library.
10. Determine if physical presence is truly necessary?
11. For fund raising, there should be an identifiable goal.
12. Inventory of needs and basic requirements should be done.
13. Take inventory of vacant properties in town.
14. Include space for music recitals.

15. Having a physical location will satisfy cultural needs of the community.
16. A place to exhibit art work or store a special collection would be beneficial.
17. Identify a niche in the community to justify a Community Arts Center.
18. Do something unique.
19. Money can be raised for programming as well as for a building.
20. Method of communication is critical.
21. Put 2010 survey information on line.
22. There is a need for a community gathering space.
23. Proximity to downtown is essential.
24. Several attendees were interested in being a part of the working committee.

Comments from the meeting on 11-5-2015

1. There are more than 50 members in the Greater Geneva Art Guild, and a Community Arts Center would have their full support.
2. It needs to be a community place where people can explore art.
3. It should be a community destination.
4. A survey conducted by the Park District concluded that cultural art is a large unmet need.
5. Community Arts Center needs to have a physical presence.
6. The culinary arts should be considered as well.
7. The Geneva Library hears that their programs compete with the Park District, however, Library programs are normally one-time events.
8. Kids need to be sharing talents in a community gathering space.
9. Creating and managing flexible, multi-use space is difficult. It's better if spaces are dedicated to specific uses.
10. Several attendees were interested in being a part of the working committee.

NEXT STEPS

1. A well-rounded working committee will be formed.
2. Community Arts Centers in other communities will be visited to find out what works.
3. Other facilities/organizations will be studied and assessed to determine the best approach.
4. Additional meetings with local interests groups and organizations will be conducted.
5. A business plan will be created to address all aspects to establish a successful Community Arts Center. The business plan for the Community Arts Center in Portsmouth, RI will be used as a model.

END

GENEVA COMMUNITY ARTS CENTER PLANNING COMMITTEE

Geneva Cultural Arts Commission, Geneva, IL

MEETING SUMMARY

Meeting Date: February 23, 2016

Location: Geneva Library

Attendees: Doug Holzrichter, Co-Chairman / GCAC
Vic Portincaso, Co-Chairman / GCAC
Craig Maladra, Alderman / City of Geneva
Mary Ann Diggory / GGAG
Lynette Dubovik / GGAG
Jean Gains / Geneva Chamber of Commerce
Larry Johnson / GFA
Christine Lazaris / Geneva Library
Jeanne Dyer / GGAG
Pat Bouvat / GGAG

Absent: Nicole Vickers / Geneva Park District
Michael Olesen / Business Owner

1. The meeting was called to order at 7:00 pm.
2. Introductions were made and a sign-in sheet was passed around. Names and email addresses will be shared with those on the Committee.
3. As background, Doug Holzrichter presented a summary of results from the 2011 Cultural Arts Needs Assessment Survey that was commissioned by the Cultural Arts Commission and City of Geneva. Copies were distributed. All members were encouraged to read the survey results.
4. The Action Plan and Schedule were reviewed. The overall goal of this Committee is to create a business plan/feasibility study to establish a Community Arts Center in Geneva. It is anticipated that the plan can be completed within six months.
5. The following sub-committees were enthusiastically formed.
 - a. The **Research Sub-Committee** will investigate comparable facilities. Information about organizational structure; annual revenue and expenses; revenue sources; size; programs offered, etc. will be gathered. A survey form will be used.
Members: Larry Johnson / Chairman, Pat Bouvat, Nicole Vickers, Mary Ann Diggory.
 - b. The **Location/Real Estate Sub-Committee** will create an inventory / data base of existing, vacant properties near down town Geneva that may be suitable for a Community Arts Center. A survey form will be used to document data about each potential location including size, availability, ownership, cost, etc. Jamie Heflin, Business Development Specialist with the City, keeps a list that can be used as a reference.
Members: Jean Gains / Chairman, Jeanne Dyer

- c. The **Financial / Pro-forma Sub-Committee** will develop the Business Plan based on information provided by the Research and Location/Real Estate Sub-Committees.
Members: Doug Holzrichter / Chairman, Vic Portincaso, Christine Lazaris, Craig Maladra, Mike Olesen
 - d. The **Liaison & Communications Sub-Committee** will provide strategic information to the City Government and Community.
Members: Jeanne Dyer / Chairman, Craig Maladra, Lynette Dubovik
- 6. Copies of the Portsmouth, RI. Business Plan were distributed and briefly reviewed. This plan provides a good example and will be used as a reference to develop our plan.
 - 7. The next meeting is scheduled for Saturday, April 16, 2016; 9:00 am at the Geneva Chamber of Commerce on Third Street. The purpose of the meeting is for the **Research Sub-Committee** and **Location/Real Estate Sub-Committee** to present their finding which will be used in creating the Business Plan.
 - 8. The meeting was adjourned at approximately 8:25 pm.

GENEVA COMMUNITY ARTS CENTER PLANNING COMMITTEE

Geneva Cultural Arts Commission, Geneva, IL

MEETING SUMMARY

Date: April 16, 2016

Location: Geneva Chamber of Commerce

Attendees: Doug Holzrichter, Co-Chairman / GCAC
Craig Maladra, Alderman / City of Geneva
Lynette Dubovik / GGAG
Jean Gains / Geneva Chamber of Commerce
Larry Johnson / GFA
Christine Lazaris / Geneva Library
Jeanne Dyer / GGAG
Pat Bouvat / GGAG
Michael Olesen / Business Owner

Absent: Nicole Vickers / Geneva Park District
Mary Ann Diggory / GGAG
Vic Portincaso, Co-Chairman / GCAC

1. The meeting was called to order at 9:00 am.
2. There were no corrections or additions to the 2/23/2016 Meeting Summary.
3. Larry Johnson / Research Sub-Committee presented a comprehensive report of comparable community art centers throughout the country. Information was gathered using the internet, by phone calling and email inquiries. The research provided data about property acquisition, revenue generation, governance, staffing, program offerings and essential factors for success. An outline of the presentation was distributed along with a matrix of information for 47 arts centers around the country. Additionally, a packet of information was prepared to support the importance of arts in a community, especially regarding economic impact. Other members of the Research Sub-Committee include Pat Bouvat, Nicole Vickers and Mary Ann Diggory.
4. Jean Gains and Jeanne Dyer / Location/Real Estate Sub-Committee presented information on three properties that could meet the initial criteria for a community arts center. The three property addresses were 426 S. Third Street (1,390 SF); 230 E. State Street (2,154 SF); and 214 W. State Street (2,200 SF). Based on the information presented, the property on Third Street was most appealing based on its location, layout and available parking. However, it may be undersized.
5. Other properties in town such as the Post Office and City Hall were discussed as future prospects. However, they will likely not be feasible or available at this time.

6. It was noted that the role of the Greater Geneva Art Guild will be vital, and the Geneva Foundation for the Arts may need to broaden their charter as it relates to their future role with a Community Arts Center.
7. Mission and Vision Statements will be created to reflect the extensive community and focus group input received to date – place for artists to work; place for community gathering; flexible; clearing house for the arts in Geneva; physical presence for the arts, place to see, learn and do art; home for cultural arts in Geneva; should contribute positively to the City's culture and economy. Craig Maladra volunteered to prepare statements for review.
8. The next meeting is scheduled for Saturday, May 14, 2016; 9:00 am at the Geneva Chamber of Commerce on Third Street. The following updates and discussion topics will be on the agenda:
 - a. Updates on discussions with the Foundation for the Arts, the Greater Geneva Art Guild, and the City (Mayor and City Administrator) regarding future roles.
 - b. Mission and Vision Statement review.
 - c. Facility Program Statement.
 - d. Update on Business Plan.
9. The meeting was adjourned at approximately 11:30 am.

Summary of GCAC Meeting with the Mayor and members of the City of Geneva Administration - Monday, May 9, 2016

To: Geneva Cultural Arts Committee Members :

Below is a summary of the discussions of a meeting which was held in Council Chambers Meeting Room consisting of the Mayor, Kevin R. Burns; Mary McKittrick, current City Administrator; Steffanie Dawkins, future City Administrator; Doug Holzrichter; Craig Maladra; Larry Johnson; Tim Vetang; and myself.

Doug was the spokesperson for the group and, in summary, asked for the City's support in getting the plans for the Geneva Cultural Art Center from concept to reality. Doug presented the planning that had been done to date and the recent formation of the "interested parties" to develop a mission and vision statement; conduct research on what groups in other locations have done, collect criteria to determine space requirements and research suitable physical locations within Geneva; determine financing options for start-up expenses and maintenance, and plans to start communicating plans to the community in general.

The Mayor is supportive of the project, but due to budget constraints caused by government cuts and the inability to create new tax revenue because the City of Geneva is a "Non-Home Rule Community" (compared to Batavia, which is a Home-Rule Community), they have a tax cap, so every activity has to be funded from the existing taxes which have been voted in.

Mary McKittrick suggested that it might be possible to pass a "Performing Arts Tax" on tickets sold for performances, etc., but of course, that would have to be voted on by the citizens of Geneva.

I did ask about the current Art Fair ~~that is run by an out of town promoter~~, as to where do those funds go, and was told that they benefit the Chamber of Commerce.

The way we left it was that the committee would work on finalizing their business plan, once all the information from the Finance Sub- Committee was in, then come back to the City to find out if they could do more to help get the project in motion.

Reminder: Next Meeting of the Geneva Cultural Arts Planning Committee will be on Saturday, May 14, 2016 at 9:00am at The Geneva Chamber of Commerce conference room located on the 1st Floor.

Jeanne Dyer

GENEVA COMMUNITY ARTS CENTER PLANNING COMMITTEE

Geneva Cultural Arts Commission, Geneva, IL

MEETING SUMMARY

Date: May 14, 2016

Location: Geneva Chamber of Commerce

Attendees: Doug Holzrichter, Co-Chairman / GCAC
Craig Maladra, Alderman / City of Geneva
Jean Gaines / Geneva Chamber of Commerce
Christine Lazaris / Geneva Library
Jeanne Dyer / GGAG
Mary Ann Diggory / GGAG
Michael Olesen / Business Owner

Absent: Vic Portincaso, Co-Chairman / GCAC
Nicole Vickers / Geneva Park District
Larry Johnson / GFA
Pat Bouvat / GGAG
Lynette Dubovik / GGAG

1. The meeting was called to order at approximately 9:00 am.
2. There were no corrections or additions to the 4/16/2016 Meeting Summary.
3. A Facility Program Statement was created and issued for review. The Statement included the following information, which was intended to establish initial space requirements based on attendance/occupancy goals. There were no corrections.
 - Location: Downtown Geneva with adequate parking for programs and events.
 - Flexible, multi-use space to hold events for 50 to 60 guests (standing). The space will accommodate art exhibits and performances on a small scale: (20' x 35') 700 sq. ft.
 - Classroom (15 students) / Work Room / Gallery: (20' x 25') 500 sq. ft.
 - Storage for supplies, equipment, tables and chairs: 150 sq. ft.
 - Reception / Lobby: 150 sq. ft.
 - Administration Office(s): 150 sq. ft.
 - Restrooms: 150 sq. ft.
 - Mechanical & Electrical Services: Not included - TBD

TOTAL: 1,800 sq. ft.

4. Craig Maladra presented a written draft of a Mission and Vision Statement for discussion. The group agreed that minor revisions should be made, and Craig will issue a revised draft.
5. Discussions have been held with GFA, GGAG and the City's Administration to provide informational updates, and to begin discussions regarding their future roles.
6. It was suggested that providing information to the community will likely stimulate the process of establishing the Arts Center. Once the planning is further along, a news release will be issued. Additionally, preliminary information could be released at various downtown events this summer.
7. The Financial/Pro-forma Subcommittee will meet at the Library the week of 5/31/16 at 8:00 PM. Actual day to be determined.
8. The next whole Planning Committee meeting was scheduled for 6/18/16 at the City Hall conference room.
9. The meeting was adjourned at approximately 9:45 am.

GENEVA COMMUNITY ARTS CENTER PLANNING COMMITTEE FINANCIAL/PRO-FORMA SUBCOMMITTEE

Geneva Cultural Arts Commission, Geneva, IL

MEETING SUMMARY

Date: May 31, 2016

Location: Geneva Library

Attendees: Doug Holzrichter, Co-Chairman / GCAC
Craig Maladra, Alderman / City of Geneva
Christine Lazaris / Geneva Library
Michael Olesen / Business Owner
Larry Johnson / GFA

Absent: Vic Portincaso, Co-Chairman / GCAC
Nicole Vickers / Geneva Park District

1. The meeting was called to order at 8:00 pm.
2. A summary of preliminary Management and Revenue Generation goals was issued for review.
3. The following comments were offered regarding management and governance:
 - a. Initially, it may make sense to establish a Board of Directors, potentially comprised of representatives from other organizations such as the Park District, Library, Art Guild and Arts Commission.
 - b. The Board overseeing the Center should be comprised of members who also lead by providing financial support.
 - c. Having the Arts Center under control of a Foundation will likely have many advantages. Further discussions with the Geneva Foundation for the Arts will be held to explore the possibility of expanding their charter.
 - d. It was generally agreed that hiring a director will be necessary. This position could also be referred to as a Development Officer with fund raising as a primary responsibility.
 - e. Consideration should be given to how the Center is staffed after hours - during rental events and classes.
 - f. The role of the Art Guild will be important as a volunteer source. Members of the Guild will also benefit by having the opportunity to sell art.
4. When announcements are made to the community, the message must be clear, informative and concise.
5. We should be ready to move ahead if a building becomes available.

6. Revenue generation goals should be further defined. More detail should be provided for class sizes, frequency, rental potential, etc.
7. Follow-up tasks will include the following:
 - a. Michael Olesen will contact Attorney Clyde Jones for an opinion on Foundation involvement, and whether the Arts Center can have a separate Board?
 - b. Doug Holzrichter will pursue further discussions with the existing Geneva Foundation for the Arts.
 - c. Doug Holzrichter and Larry Johnson will work together to create a draft of an operations budget based on research completed by Larry's sub-committee.
8. The meeting was adjourned at 9:00 pm.

GENEVA COMMUNITY ARTS CENTER PLANNING COMMITTEE MEETING WITH GENEVA FOUNDATION FOR THE ARTS (GFA)

Geneva Cultural Arts Commission, Geneva, IL

MEETING SUMMARY

Date: July 6, 2016

Location: Geneva Chamber of Commerce

Attendees: Tim Vetang/GFA
Pat Engel/GFA
Carolyn Hill/GFA
Linda Cunningham/GFA
Trish Tkach/GFA
Doug Holzrichter, Co-Chairman / GCAC Planning Committee

Absent: Kent Gallagher/GFA
Larry Johnson/GFA

1. The meeting was called to order at 4:00 pm. GFA conducted their normal business.
2. Doug presented a progress report on business planning for a Community Arts Center. A draft report/business plan is scheduled to be completed in July. Doug explained the process, the sub-committees, and the work completed. Ownership and management structure has yet to be resolved. However, based on research by the Planning Committee, it is typical to have a Not-for-Profit Foundation involved as the owner/management entity. Since GFA is already established, it seems logical for them to expand their charter and assume ownership of a Community Arts Center. As such, Doug asked GFA to consider such a request.
3. Tim provided an update on his meeting with Elizabeth Bellaver, immediate past president of the St. Charles Arts Council, and their efforts to establish an Arts Center. They have had support from businesses and individuals, including a major benefactor. The SCAC is in the process of purchasing a building on Main Street in downtown St. Charles. Their business plan is very ambitious and relies on meeting a variety of revenue goals.
4. GFA asked questions about budget and location. The overall operating budget is being compiled and will likely be in the neighborhood of \$225,000 annually for the first year. It was agreed that a convenient, downtown location is desirable.
5. A question was also asked about whether community support has been measured. Doug provided information about the survey conducted in 2011. This information will also be part of the final report.
6. It was agreed that the Community Arts Center Business Plan should suggest that GFA be involved as the Owner/Management entity.

Appendix B

Research Data for Comparable Facilities

Geneva Community Arts Center

Research Subcommittee Summary

April 16, 2016

RESEARCH PROCESS SOURCES

- Internet
- Phone Calls
- Emails

SAMPLE METRICS

- 48 Communities with Arts Centers
- Population Range xxx – xxx,xxx
- Age of Art Centers Vary From Brand New to 104 Years
- Urban to Suburban to Rural

“COMMON THREADS”

- Property Acquisition Methods
 - Gifts and Endowments
 - Historic Property Bequest
 - Abandoned or Unused Buildings
 - City, Federal, Park District or School District Buildings
 - Artists Groups Usually Catalyzed Movement to Procure Space or Location
 - Local Strengths and Historical Ties Can Influence Evolution of Facility
- Revenue Generation Approaches - Program
 - Classes/Camps
 - Exhibits/Shows – Local, Regional, National
 - Lectures
 - Facility Rentals
 - Studio Space Rentals
 - Art Sales and Gift Shops
 - Fundraising Events
- Revenue Generation Approaches – Contributions
 - Memberships
 - Local Business Donations
 - Corporate Sponsorships
 - Capital Campaigns for Facility Acquisition, Renovation, Expansion of Programs
 - Bequests, Memorial Donations and Gifts in Kind
- Governance Models
 - Paid Staff Determined by Income Generation
 - Heavy Dependence on Volunteers
 - Larger Board of Directors who Represent Strong Community Ties and Support
 - Grants are Essential to Programs, Staffing, and Facility
 - Strategic Planning with Entire Community is Key to Viability

DETERMINATION OF PROGRAMS & OFFERINGS

- Type of Space
 - Example: Church vs House vs Storefront vs Estate
- Availability of Talent
 - Example: Teachers, Performers, Artisans, Artists, Dancers, Musicians, etc.
- Local or Regional Needs
 - Example: Supplemental Education or Requirement for Special Outreach Programs
- Direction Set by Major Benefactor or Donor
- Needs Created by Gifted Collection
 - Example: Museum Focus
- Proximity of Other Resources with Definite Strengths or Presence
 - Example: Nearby Performing Arts Center

ESSENTIAL FACTORS FOR SUCCESS OF ESTABLISHING A COMMUNITY ARTS CENTER

- Excellent Volunteerism from Community and Art Organizations
- Positive and Visible Endorsements/Support from Public Officials Required
- Collaboration with City, School and/or Park Districts is Essential
- Pervasive Citizen Commitment
 - Memberships, Donations, Gifts in Kind
- Local Business Financial Support
- Corporate Sponsorships
- Community of Donors “Buy In” for Capital Campaigns (When Needed)
- Creative Approach to “Repurposing” Space
- Willingness to Think/Act Regionally
- The project undertaking creates and provides a positive energy that will enhance the quality of life and expand the potential for growth and economic development.

Research Sub-committee Members:

Pat Bouvat - GGAG
 Nicole Vickers - GPD
 Larry Johnson - GFA
 Mary Ann Diggory - GGAG

Data Fact Sheet - Research Sub-committee
 GCAC - Geneva, Illinois
 April 16, 2016

Geneva Community Arts Center
Working Subcommittee - Research

CENTER NAME	CITY / STATE	POP	YEAR	FACILITY	# STAFF/PAID/VOLUNTARY	REVENUE SOURCES	NOTES / UNIQUE FACTS
1) Lucky Point Comm Arts Ctr	Napa, CA	79,068	2015	7,200 sq ft	Community members, regional residents, artists, historic preservationists, cultural heritage, economic development.	Training, Educ Classes, Perf Area, Studios, Rehearsal Space,, Art Shows. Looking for sponsors for \$275K project support.	Focus on plays, musicals, dance, recitals. Some visual art classes.
2) St. Kiernan Comm Ctr	Berlin, NH	10,051	2000	Church saved from demolition		Corporate sponsorships, performances, concerts, memberships, bequests, art exhibits.	Visual and performing arts center for cultural hub of NH and most isolated and economically depressed regions.
3) Artree Comm Art Ctr	Newhall, CA	52,186			Volunteers, art teachers, professional fund raiser, volunteer lawyer	Art classes (children- adult), memberships, corp sponsors, lectures, exhibit space rental.	Program fees fund broader community art projects, lecture series, admin costs.
4) Community Art Ctr	Wellingford, PA	13,456	1948	Founded by local artists. Purchased Dixon estate. Ceramics arts bldg - 1995. Restoration work to add childrens' classrooms - 2000. New gallery added - 2008.	BOD, Advisory Brd, Staff	Classes, outreach programs, gift shop, fine art/craft sales, sponsorships, concerts, workshops, facility rental.	Community partners - senior home, fire dept, high risk non traditional high school. As facility grew more and better opportunities for space rental.
5) Community Arts Ctr	Amherst, MA	37,819	2005	2 rooms - 2,000 sq ft. Jewelry, ceramic and mixed media areas.	1 - FTE, 10-12 instructors, 2-5 interns	Studios, classes (K-adult), donations.	Collaborativ programs with supplemental education programs and special education programs.
6) Oxford Comm Arts Ctr	Oxford, OH	21,470	1998	Miami Univ historical building, saved by arts group. Incorporated - 2001.	BOD - 9	Classes, studios (30), rehearsal space, concerts, theatre productions, meeting spaces, endowments, stock xfers, facility rental.	Rich offerings of classes. Focus on use of historical facility for for performance, concerts, events and meetings.
7) Comm Arts Ctr	Danville, KY	16,218	2004	Former US Post Office. Houses 3 galleries, studios and classrooms.	BOD - 15, Staff - 7, includes Exec Dir, Prog Dir, Vis Svcs Dir, Dev Dir, Mktng Dir, Educ Dir, Vol Dir.	Classes, exhibits, seminars, facility rental.	Community outreach programs to serve adults with developmental delays, senior citizens, and school age children. Outstanding community support to create and sustain center.
8) Dahl Arts Ctr	Rapid City, SD	70,812	1974	Gifted by Dahl Family. Owned by city. Managed by Arts Council. Opened in 2009 after \$7.8M renovation, funded by city \$3.25M and community and foundations \$4.55M.		Flexible event center with 5 visual art galleries, chilrens' gallery, gift shop, classes and facility rental.	

				1868 three story home with 50 acres. Purchased by the Bryn Mawr Art group in 1954. Merged with Suburban Ctr for the Arts in 1963. Capital campaign in 1998 to renovate and increase gallery space. In 2013 another renovation and expansion @ \$2.0M.		Classes (605), exhibits (11), 700 family memberships in 1963, 15,000 community members currently enrolled in classes and events, key exhibits, awards to artists. 2014 Rev - \$1.4M, Exp - \$1.4M. Rev composition - 13% investments, 47% contributions, 40% program fees. Donor level = \$6K+.	
9) Mainline Arts Ctr	Haversford, PA	48,909	1937	Staff - 14, BOD - 18			
				Founded by group of local artists. Purchased historical residence with 4 acres. Built ceramic arts building in 1995. Completed renovations and added workshop in 2000. Potter's Guild added in 2002. New gallery added in 2008.			
10) Comm Arts Ctr	Wallingford, PA	13,456	1948			Facility rentals. Classes, studios, gift shop, craft festival. Outreach programs supplement class offerings.	
11) Plymouth Arts Ctr	Plymouth, WI	8,445	1994	Founded by 7 local artists. Former car dealership building transformed to Arts Ctr through contributions of local contractors and volunteers. Classes and concerts offered in 1997. All volunteer staff.		Theatre performances, classes, facility rentals, gift shop, 400 members, exhibits.	
12) Eau Claire Regional Arts Ctr	Eau Claire, WI	65,883	1984	Theatre (1,098 sq ft) donated to local arts group. Restored in 1986		Local and national shows, theatre productions, gallery space, and concerts.	
13) Chestnut Ctr for the Arts	Marshfield, WI	19,118	2003	Founded by local couple and art lovers.		Art and music studios, performing arts and concerts, classes, space rentals for teaching, rehearsals and meetings.	
14) Campanile Ctr for the Arts	Minocqua, WI	4,385	2006	Acquisition after 3 Catholic churches consolidated	10 - instructors, 2 - staff	Classes for voice, music, visual arts and literature. Theatre performances, touring shows, corporate sponsorships.	Services extend to UP. Focus on growing tourism revenue. Goal to eventually establish a scholarship fund.
15) Riverside Arts Ctr	Riverside, IL	8,875			6 - instructors	Classes, exhibits, donors.	
16) Quincy Art Ctr	Quincy, IL	40,915	1923	1887 carriage house. Leased to Art Club from Park District in 1932. Remodelled in 1946. First professional director in 1969. Expansion for ceramics, print making and other classes in mid 1980s.	Staff - 7, BOD - 13	Memberships from \$25 - \$750. Events, exhibits, grants, fund raising events, juried shows, classes.	
17) Cedarhurst Ctr for the Arts	Mt Vernon, IL	15,277	1965	Historic home, 3,300 sq ft with 90 acres. In 1973 added Mitchell Museum with permanent collection from Mitchell Foundation.		Gallery, performance hall, classes, corporate and business support, corporate sponsored events, facility rentals.	

18) Brickton Arts Ctr	Park Ridge, IL	37,480	1997	Classes, camps, memberships, facility rental, exhibits, 6,000 active participants, Art therapy classes, active outreach sponsorships, partnerships.
19) Arts Ctr of Highland Park	Highland Park, IL	29,763	1960	Visual Arts education, exhibits, festivals, art sales, facility rental Outreach program, 200 need based scholarships.
20) Addison Ctr for the Arts	Addison, IL	36,942	1994	Capital campaign in 2010, Dupage Foundation, National Endowment for the Arts, Illinois Arts Council, Concerts in the park series.
21) Comm Arts Ctr for Portsmouth	Portsmouth, RI	17,389	2003	Member driven (dues), 160 members @ \$45-60 which accounts for 10-18% of revenue. Exhibits 10/year, performances, workshops, childrens' programs, facility rental, advertising, grants, fundraising, grants state and federal grants and art/merchandise sales. First year revenue plan = \$176K. Town charges \$0 for lease expense.
22) Newport Art Museum (Portsmouth survey)	Newport, RI	24,672	1912	2000 memberships, \$1.4 annual revenue, \$2.2M endowment, \$200K mortgage. Exhibits, facility rental, museum shop. Income (Events - 29%, Tuition - 20%, Grants - 17%, Fundraising - 12%, Dues - 7%. Significant outreach program.
23) Arsenal Ctr for the Arts	Watertown, MA	35,000	2010	\$768K annual operating fees, museum and theatre productions. Revenue composition - 40% memberships, corporate and foundation support, 60% program revenues, theatre rentals, and studio rentals.

	1929 high school slated for demolition. Early 1980s a group of volunteersw and visionaries in 1982 developed a multi use plan for the building. City designated the use as educational and retained ownership. Umbrella Center for the Arts responsible for programming, operations, building maintenance and capital improvements.Auditorium holds 435 seats, gallery and 50 studios.	18,000	1982	FTEs - 5, PTEs - 4, BOD - 17	Revenue = \$650K/yr. Studios = 50% residents. Space rentals for dance, poetry, rehearsal space. Performing arts, art classes (children - adults). Revenue = studios - 40%, educ/performance - 40%, contributions - 20% No gallery sales. Memberships - \$50 individual. \$75 family. Community outreach programs. Educational programs = 65% revenue.
24) Emerson Umbrella Ctr for the Arts		Concord, MA			
	8K sq ft of former bank building, which was purchased by wealthy individual for \$450K and given to Cultural Center, who paid \$250K to renovate with \$250K mortgage.			FTE - 3, PTE - 1, Vol - 150, BOD - 15 (3 groups - Gov, Dev, Fin)	800 members @ \$35K, rental galleries - 3, retail shop (30% commission), facility rental, music café (byob every Friday). Members - \$35K, Annual funds - \$76K, grants - \$51K.
25) Cultural Ctr of Cape Cod		So. Yarmouth, MA	11,003	2013	Original work contracted to grant writer.
	Large 2 story theatre (250)/townhall. Town contributed \$2M. State contributed \$0.8M. Town pays for maintenance and utilities.			FTE - 3, volunteers - 160, BOD - 15 (3 town reps)	Revenue - \$950K. Performing arts venue. Facility rentals. \$504K - tickets, \$46K - tickets, \$100K memberships, \$3K - individual gifts, \$38K corporate gifts, \$150K special events. 67% earned, 33% contributions. Has \$120K in reserves from capital campaign.
26) The Katherine Hepburn Theatre		Ols Saybrook, CN	10,367	2007	
	270 seat theatre (renovated firehouse) acquired with \$680K debt.			BOD - 14, 1 - FTE, 4 - PTE.	Annual revenue - \$904K, members 1200 residents - \$75K, facilities rentals, classes, concerts, exhibits, Revenue = 60% program, 40% development. Major gifts = \$50K, Annual funds -\$15K. Sponsors - \$35K, Concessions - \$30K.
27) Natick Ctr for the Arts		Natick, MA	45,284	1997	
	10K sq ft - performing arts, gallery space, admin space, small studios			FTE - 4, PTE - 1, BOD - 8, (P/R = 50 % cost/exp)	Revenue = \$520K. Performing arts - 5/year, art shows - 10/year, summer music series, summer camp for kids, ticket sales, art classes, rental space, memberships.
28) Cotuit Ctr for the Arts		Cotuit, MA	3,362		
	Donation of \$1M. City purchased land, church and house in 2000. In 4 years citizens, businesses and community organizations funded renovations.			Former church.	Extensive community partnership programs,(treatment center, disabilities, homeless, behavioral healthcare, outreach).
29) Glenn & Viola Cultural Arts Ctr		Hillsboro, OR	97,368	2004	
					Youth and adult art education. 200 seat performance center. 6 classrooms, kitchen. Facility rental, exhibits. Many summer camps. Rich course curriculum. Total community involvement. Need for cultural center identified many years earlier.

				Galleries, Building designed by Daniel Burnham in 1892 as a school. 190 seat theatre. City created matching program to convert school to community arts center.			Music, theatre, visual arts programs. Home for 20 artists organizations. Space for artists offered at below market rates in exchange for community service. Shows, dance lessons, concerts. Illinois Arts Council grants. Gallery free.	Participating theatres and designers... Chicago Shakespeare Co. NWU, Evanston HS, etc.
30) Noyes Cultural Arts Ctr	Evanston, IL.	75,430	1980	Former US Post Office. Deeded to Park District in 1991. Renovation in 1992. Designated Cultural Center in 1996.			Facility rental, classes, Illinois Arts Council and Illinois Dept of Commerce and Economic Development grants.	
31) Spring Cultural Arts Ctr	Champaign, IL.	84,513	1996		Under Park District.		25 exhibits/year. Complete slate of art class offerings. Music education, summer camps, facility rentals, gift shop, artwork sales, grants, donations, annual fund drive.	No tax funding. Spotlights local, regional and national artists. Student work highlighted.
32) Anderson Arts Ctr	Kenosha, WI	99,218	1992	9,000 sq ft mansion built in 1929-1931, with 4.7 acres, deeded to county in 1977.			City owned. Part of Parks and Recreation Dept. Rent, maintenance, and utilities covered by city. Revenue funds from motel/hotel tax, donations, art sales, gift shop, exhibit fees and class fees.	
33) Annette & Dale Schuh Riverfront Arts Ctr	Stevens Point, WI	26,670		Gallery large enough for 50 - 70 pieces. City provides storage. Large donation by Schuh's for gallery investments. City has another art organization/gallery run as a coop. No city dependency.	1 - PTE, Volunteers and interns.			
				Founded by womens' art group. 1932 leased carriage house from park district. Started with monthly exhibits in hotel, homes, and library. Lectures given. Artist in residence program created. In 1947 renovation and creation of gallery area. In 1969, first paid director. In 1980s expanded 2x and added new gallery and classrooms. 26.3K sq ft, 2 galleries. Owned by Park District.	1 PTE paid manager		Class fees, special events, commissioned sales, donations, exhibitions and programs.	Mission - to educate public by promoting the growth and appreciation of the visual arts through exhibitions and programs.
34) Quincy Art Ctr	Quincy, IL.	40,798	1923	Vacant storefront donated in 2011. In 2013 donors allowed the obtaining of permanent space with 2 rental apartments. Programs offered regionally.			Class fees, special events, commissioned sales, donations, mentoring program, art camps and exhibitions.	Future outreach classes PLANNED, Banner Compet. Annuity/artist mentoring program, art camps and exhibitions.
35) Alma Comm arts Ctr	Alma, MI	9,283	2011		1 PTE paid manager			

36) Leelanau Comm Cultural CTR	Leland, MI	2,033	1900s	<p>Women's art group started saving for facility. 1922 facility built. 1939 building used for art colony of Michigan State College. Summer classes laste dfor 50 years. 1992 renovations and repairs completed. Main floor - 45' x 35'. Stage - 18' x 16'. Performance seating - 200.</p> <p>1 FTE Director, BOD - since 1992.</p>	<p>Classes for 185 children and 120 adults. Grown endowment fund >\$500K. Dance classes. Annual operational fund raiser. Includes 100 area artists. Grants from: Mich Cnel for the Arts and NEA. Facility rental.</p>
37) Ludington Area Ctr for the Arts (LACA)	Ludington, MI	8,076	2004	<p>Arts council created. 2008 first exhibition. Former Methodist Church purchased in 2006. 25K sq ft.</p> <p>All volunteer BOD. Governed by 501C3 in 2004.</p>	<p>20 Community partners. Mission: To strengthen our community through arts advocacy. Vision: LACA fosters a community where arts and culture bring us together, feed the creative spirit and fuel economic growth.</p>
38) Tecumseh Ctr for the Arts	Tecumseh, MI	8,521	1981	<p>Anonymous gift to city in 1981</p> <p>FTE - 6</p>	<p>Many local performance groups use theatre.</p>
39) Wyandotte Arts Ctr	Wyandotte, MI	25,883	2008	<p>City purchased building from Masons to preserve historic structure. Former Odd Fellow building.</p>	<p>Home to Downriver Council for the Arts: 21 downriver communities, 350K people, public gallery and 65 cultural groups.</p>
40) Fischer Creative Arts CTR	Waukesha, WI	70,718	soon	<p>3 story building - former brewery</p> <p>FTE - 2</p>	<p>Concerts, facility rentals (halls, suites, conference rooms), art/music festivals, gallery space, rehearsal space, trust fund.</p>
41) Gateway Regional Arts ctr - Montgomery County Council for the Arts	Mt Sterling, KY	6,589	1991	<p>Started as a storefront in 1997. Former Methodist Church purchased in 2002 and began \$1.3M renovation project. Opened in 2009 as 3 floor arts center with artist studios, offices and rehearsal rooms.</p>	<p>Mission: To provide a place that is conducive to the creation of art. Art should be the goal, not profit. To help local community achieve self expression.</p>
42) Marquette Arts & Culture CTR	Marquette, MI	21,355	2000	<p>City partnered with Peter White Library and created a home in lower level of the public library. It 4 large workshop rooms, a retail gallery, a community room with stage, and 2 gallery exhibit areas. The city pays a % of the utilities and janitorial services.</p> <p>FTE 1 Arts and Culture Director, hired by the city in 1994 and in 1996 was made an official department of the city.</p>	<p>Mission: The Marquette Arts and Culture Department serves to encourage, develop and facilitate an enriched environment of artistic, creative and cultural activity. (Arts and Culture Master Plan 2014 and available) Master plan in place. Surveys taken and results recorded. Specific goals and objectives in place. "Arts based" economic development planned.</p>

43) Orion Art Center	Lake Orion, MI	35,394	Volunteers, interns.	Member based, classes, sponsorships, partners, shows, special events,	Mission: To connect folks who share a common interest in the arts and enhance the community spirit in the area.
			Operates on a 99 year lease with the city. Houses nine galleries; multiple classrooms, permanent art collection and staff offices within 8,700 sq ft. in 2008 expansion of 2,200 sq ft for increased gallery space and classrooms. In 2014 access for disabilities and the 3 story elevator were added through a MCACA capital improvement grant and matching funds from a donor bequest.	Expansion funded by program revenues, local grants and private support from 2 main donors. Membership totals 1,216, half of which are volunteers. Exhibitions (free) featured work of over 218 artists and had over 31,000 visitors. Classes include programs for developmentally disabled youth and art therapy activities. Multi dimensional art curriculum for children and adults. Served 1,988 students in appreciation of the arts in Shiawassee County and its surrounding area.	
44) Shiawassee Arts Ctr	Owosso, MI	15,194	1972	Staff - 7, Volunteer BOD - 20	Expansion funded by program revenues, local grants and support from 2 main donors.
45) Saugatuck Center for the Arts	Saugatuck, MI	925	2003	Staff - 10, PT event assistants.	Classes, facility rentals, live performances, professional theatre productions, film series, lecture series and greenmarket hosting. Last year, 44,000 people spent time at the center. Revenue includes memberships, partnerships and grants and donors.
			Visionaries coalesced around an abandoned pie factory.		Beginning thought process: A great art community should have a robust arts center - and that a robust art center could, in turn, help create an even more vibrant community. Partnerships based programs with schools, local government, other arts groups and environmental NFPs.
46) Riverside Arts Ctr Foundation	Ypsilanti, MI	19,435		First Executive Director hired in 2014. BOD - 17.	Theatre utilization was 202 days, 94 performances attended by 6463 people. The art gallery had monthly shows utilizing 1,090 volunteer hours and had 3,087 visitors. 2014 had \$124K in revenues (\$73K from grants and donations, with \$107K in expenses.

47) Adrian Ctr for the Arts	Adrian, MI	21,133	2015	Three buildings were rented to the community arts organization by the city of Adrian in 2015. Ceramic classes are underway in the new space. Additionally, the city rented (\$100/month for 2 years for maintenance and utility costs), Building #1 of the Adrian Training School campus, for the programs devoted to painting, drawing, photography and printmaking.	Run by Lenawee Council for Visual Arts.	Launched as an effort to grow the arts and bring visitors into the community. Partnership with schools, colleges, and vocational and after school activities.
				Ms Starkweather, a former 40 year art teacher, left her estate to Romeo Historical Society and Village of Romeo, to be used as an art and cultural center, dedicated to promoting and fostering the appreciation of art and artisans and to support the character and quality of the Village. In 1989 the village the NFP Starkweather Society to fulfill the wishes of Ms Starkweather. In 1999 the estate opened with two exhibit galleries and a sales gallery. In 2009, a 2nd floor gallery restoration project was completed. The Art Education Program and Open Mic Night program were opened to area musicians and performers.	Classes, exhibits, gift shop, musical events and events. Volunteers and corporate contributions have been critical to the success of the programs. Membership dues and volunteerism are essential. Donations, corporate sponsorships and special event fundraising have been integral to the center's programs, including the Village and Township.	Starkweather aims to enhance the quality of life in Northern Macomb County.
48) Starkweather Arts Ctr	Romeo, MI	3,596	1987	BOTrustees - 8, occasional paid staff and many volunteers.		

Appendix C

Location / Real Estate Data

Geneva Cultural Arts Center
Planning Meeting
Location/Real Estate Sub-Committee Report

Saturday, April 16, 2016

Search Criteria

- Downtown location – Hamilton St. – Train Tracks;
East Side Drive – Seventh St.
- Flexible Space – Exhibits – Community Gatherings
– Classes – Sales
- 2,500 – 4,000 SF
- Budget – Unidentified
- Flexible on terms. i.e., length of rental
- City signs the lease
- City covers insurance – liability – content and
damage

Location #1 – 426 S. Third Street



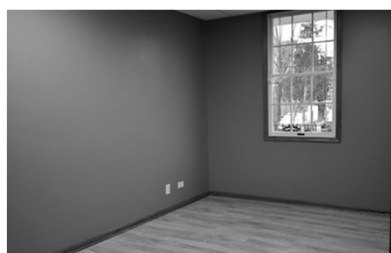
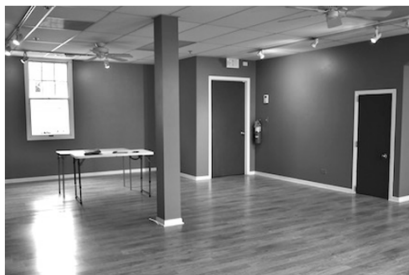
- Total Space – 1,390 SF
- Rental Rate - \$22 SF/Year NNN (\$2,548.34 per month) Negotiable (Includes utilities)
- High Visibility / Foot Traffic
- Immediately Available – Ready to Move in Condition
- Parking Lot Behind Building

- Additional Public Parking on Third and Lot across South Street.
- Three separate entrances.
- Can be divided into retail space and class/meeting room space.
- Surrounded by other retail/restaurants for walk-in traffic.
- Built-In Handicapped Accessible Ramp through back entrance.
- Landlord has his business in the same building – employs a management company to handle the rental.

Interior Scenes



Interior Scenes (continued)



Handicap Ramp/ Parking/ Back Entrance



Location #2 - 230 E. State Street



- Total Space – 2,154 SF
 - Rental Rate - \$18 SF/Year (\$3,231 per month-no utilities)
 - High Visibility / Low Foot Traffic
 - Upper level also available-1,855 SF
 - Availability to be coordinated with current tenant
 - Parking Lot Next to Building
- Can be divided into retail space and class/meeting room space.
 - Empty lot next to site may be available to use for art shows/extra parking
 - Property has two front entrances and one back entrance.
 - Property has been well maintained
 - No handicap access / sprinkler systems currently present
 - Destination location – few walk-in businesses nearby
 - Historic home with charismatic interior

Floor Plan

230 E. State Street, Geneva IL

Real Estate Brokerage &
Asset Management

1st Floor - 2,154 sq. ft.

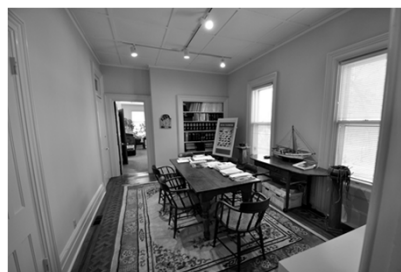


2nd Floor - 1,855 sq. ft.



AGENCY REAL ESTATE GROUP: Thank you for allowing Metro Properties the opportunity to share this information with you about the above referenced property. Under State Law this agency does not speak on the behalf of anyone acting on your behalf. Metro Properties, Inc. shall be acting on the designated agent for

Interior Rooms



Additional Images

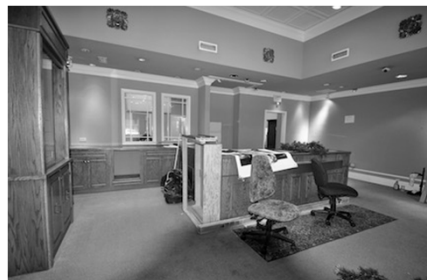
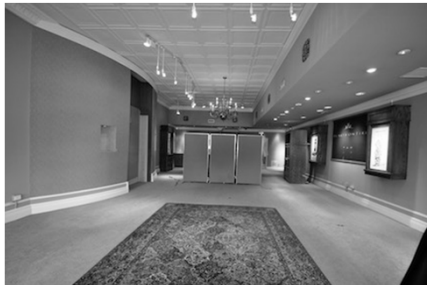


Location #3 - 214 W State Street



- Total Space – 2200 SF
 - Rental Rate - \$15 SF/Year (\$2,700 per month?) Negotiable (Does not include utilities)
 - High Visibility and Foot Traffic
 - Chandelier and Clock to be removed
 - On street parking only
-
- Can be divided into retail space and class/meeting room space.
 - Front and back entrances
 - Plenty of wall space for hanging with some track lighting
 - Landlord will allow renovation
 - Carpets need cleaning or replacement/ some reconstruction required.
 - Surrounded by other retail/restaurants for walk-in traffic.

Interior Photos



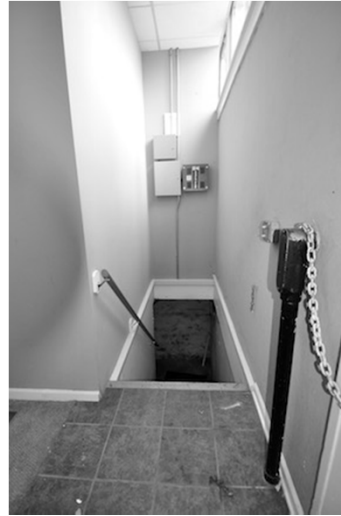
Additional Photos



In addition to the 2200 SF first floor – there is a Full basement, which could be used for storage.

Workshop room has oversized sink and cabinets. Counter would need to be replaced

Lunchroom is located near back entrance.



Appendix D

Initial Annual Operating Budget

INITIAL ANNUAL OPERATING BUDGET
COMMUNITY ARTS CENTER - GENEVA, IL

APPENDIX D

REVENUE	Year 1	Notes
A. CONTRIBUTED INCOME		
1 Corporate Sponsorships (through GFA)	\$25,000.00	Amounts are intended to be attainable
2 Annual Appeal	\$30,000.00	
3 Annual Fundraising Gala	\$25,000.00	Based on past events by the GCAC
4 Grants	\$6,000.00	
5 Family Donations & Endowments	\$25,000.00	
6 Membership Dues	\$12,000.00	200 members @ \$60 / member average
7 Sub-Total	\$123,000.00	
B. EARNED INCOME		
1 Ad Sales in programs	\$15,000.00	
2 Summer / Vacation Camps	\$5,000.00	
3 Class Tuitions	\$20,000.00	180 to 240 students annually @ \$100 per 8-week class
4 Concessions	\$3,000.00	
5 Exhibition Entry Fees	\$15,000.00	
6 Facility Rentals	\$6,000.00	\$250 per rental; twice per month
7 Studio Space Rentals	\$7,000.00	Studio use; \$75 monthly; 8 artists; enhanced membership
8 Art Sale Commissions	\$5,000.00	
9 Gift Shop	\$15,000.00	\$1,250 per month
10 Special Events such as Performances	\$11,000.00	24 performances annually; \$12 / ticket; 40 people
11 Sub-Total	\$102,000.00	
TOTAL REVENUE	\$225,000.00	
EXPENSES	Year 1	
A. General Overhead		
1 Computer(s), Printers, Software	\$2,000.00	
2 Misc. Fees	\$2,000.00	
3 Content and Liability Insurance	\$4,000.00	
4 Advertising / Printing	\$2,500.00	
5 Phone, Cable, Internet	\$2,500.00	
6 Website	\$500.00	
7 Merchandise	\$5,000.00	For Gift Shop
8 Office Supplies	\$750.00	
9 Postage	\$1,250.00	
10 Refreshments	\$1,000.00	
11 Sub-Total	\$21,500.00	\$1,792 / month
B. Building & Grounds		
1 Rent	\$40,000.00	Contribution of space will reduce expenses
2 Utilities - Electricity, Water, Sewer, Gas	\$3,000.00	
3 Cleaning & Maintenance	\$5,000.00	
4 Security	\$1,500.00	
5 Sub-Total	\$49,500.00	\$4,125 / month
C. Classes and Programs		
1 Summer Camp Staff	\$3,000.00	60% of fees
2 Education Staff	\$12,000.00	60% of class tuition
3 Supplies	\$2,000.00	
4 Sub-Total	\$17,000.00	
D. Performances		
1 Fees	\$5,000.00	
2 Advertising - Printing	\$1,000.00	
3 Sub-Total	\$6,000.00	

E. Exhibitions		
1 Receptions	\$2,000.00	
2 Gallery Expenses	\$2,000.00	
3 Juror Fees	\$3,000.00	
4 Prizes	\$3,000.00	
5 Sub-Total	\$10,000.00	
F. Fund Raising		
1 Supplies	\$2,000.00	
2 Postage	\$2,000.00	
3 Printing	\$2,000.00	
4 Sub-Total	\$6,000.00	
G. Professional Services		
1 Accountant & Audit	\$8,000.00	
2 Legal	\$2,000.00	
3 Sub-Total	\$10,000.00	
H. Salaries & Benefits		
1 Director, Part-time Staff and Contract Services	\$90,000.00	Salaries to be based on experience and performance
2 Sub-Total	\$90,000.00	
I. Contingency	\$10,000.00	
J. Reserve Allocation	\$5,000.00	Increase annually
TOTAL EXPENSES	\$225,000.00	
NET GAIN / (SHORTFALL)	\$0.00	