



The ArtsCenter
Of Carrboro, Chapel Hill, and Orange County

300-G East Main Street • Carrboro, NC 27510
919.929.2787 • www.artscenterlive.org • fax 919.969.8574

March 16, 2004

Dear Council Members,

The ArtsCenter of Carrboro, Chapel Hill, and Orange County (TAC) has received \$20,000 per annum over the past five years from the Town Of Chapel Hill. This money was granted to help pay for the building that houses The ArtsCenter. It is a pleasure to inform the Chapel Hill Town Council and the Mayor that, because of this grant and similar grants from the town of Carrboro and Orange County, The ArtsCenter now has in excess of \$750,000 equity in the building. The current granting agreement has expired during the current fiscal year. TAC, which served over 65,000 constituents last year (more than 42,000 of them children), employs scores of local artists as teachers, performers, and exhibitors, and draws consumers to the town who then spend money at other businesses. TAC works in partnerships with other civic agencies and organizations, among them the Chapel-Hill/Carrboro City Schools, the Arc of Orange County, the University of North Carolina at Chapel Hill, the Ackland Art Museum and others, and enriches the lives of all Chapel Hill residents, while employing seven full-time and ten part-time workers. The ArtsCenter requests that the Town Council continue to assist TAC's operations and programs by including \$20,000 in the County's fiscal year 2004-05 budget for this purpose. It is further requested that this assistance be continued over the following nine years. This would enable TAC to retire its existing mortgage and to allow for much needed renovations to the facility (new HVAC units, new phone system, renovation to theatre spaces, creation of additional classrooms).

A 2002 demographic study done by a group of UNC-CH graduate students in the School of Government revealed that 34% of all ArtsCenter participants come from Chapel Hill. This is almost three times the number of any other municipality in the Triangle. Of the approximately 1500 people on TAC's monthly Newsletter subscribers list, 859 are Chapel Hill residents. Of the 707 listserv subscribers that TAC has, 300 are from Chapel Hill. Most significantly, of the 34843 ArtSchool registrants since 2000, over 50% are residents of Chapel Hill.

As part of TAC school show series EVERY student in the following schools was served by TAC:

Elementary

- McDougle Elementary
- Frank Porter Graham Elementary
- Rashkis Elementary
- Ephesus Elementary
- Glenwood Elementary
- New Hope Elementary

Middle

- Culbreth Middle
- Phillips Middle
- Smith Middle
- Emerson Waldorf

High School

- East Chapel Hill High

Preschool

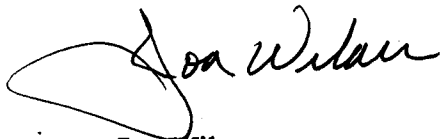
- Community Independent School
- Glenwood Headstart PreK
- Seawell Headstart PreK
- United Church Morning Out
- Chapel Hill Cooperative Preschool
- Art Garden Montessori
- Montessori Day School
- Chapel of the Cross Preschool
- Orange United Methodist Preschool

Finally, it must be noted that all eleven members of The ArtsCenter's Board of Directors live in Chapel Hill.

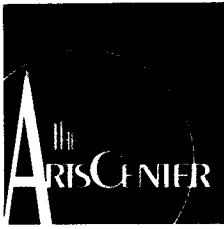
The weakened economy, combined with internal staff restructuring, has left The ArtsCenter in less than stellar financial condition. Because The ArtsCenter owns its current facility, unique, original and valued programming has continued in spite of many difficulties. As the new Director of The ArtsCenter I have been developing a business plan to address the future fiscal stability of the organization. Attached, you will find an outline of the plan that is still being developed into a more formal document. If you have any questions please feel free to contact me at 929-2787 ext. 117.

The ArtsCenter has played a vital role in the growth of the greater Chapel Hill community and will continue to play a vital role in the sustainability of the community. Please continue to help us serve the residents and businesses of Chapel Hill by supporting our request.

Sincerely,

A handwritten signature in black ink, appearing to read "Jon Wilner". The signature is fluid and cursive, with a large loop at the beginning.

Jon Wilner
Director, The ArtsCenter



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The ArtsCenter Business Plan

Executive Summary (Preliminary Outline)

- 1) History
 - a) The ArtsCenter nourishes the arts, creativity, and community through education, performance, and exhibition. All plans, programs, and use of the building must serve this mission.
 - b) Current programs
 - i) Children's Programs
 - (1) School show series
 - a) Continued high quality
 - b) Continued customer support
 - c) Expanded arts in ed. Programs
 - d) More coordination with other programs
 - (2) After School Arts Immersion
 - a. Excellent design
 - b. Needs more marketing
 - c. Explore partnerships
 - d. Evaluate probability of profitability
 - (3) Kids Camp
 - a) Excellent quality
 - b) Large profit margin
 - c) Weed out undersold programs
 - (4) Super fun shows
 - a) Good community relations
 - b) Low risk
 - c) Small profits
 - ii) Art School
 - (1) Largest revenue generator
 - (2) Diverse offerings
 - (3) Declining revenues
 - (4) Reevaluate course offerings
 - (5) Evaluate reaching new markets

- iii) Concerts
 1. Continue quality local and regional performers
 2. Modify payment policy to attract next level of performers
- iv) Theater
 1. Create a theater "program"
 2. Market series

2) Future Plans

- a) Program evaluations
 - i) Revamp ArtSchool
 - (1) Hire new Director (accomplished)
 - (2) weed out unprofitable classes
 - (3) find new offerings to reach new markets
 - (4) interview and hire new teachers
 - ii) Children & Family
 - (1) Audit of programs
 - (2) Solve after school transportation issue
 - iii) Concerts
 - (1) Continue current progress
 - (2) Goal of creating separate department
 - iv) Theatre
 - (1) Create series (accomplished)
 - (2) Create permanent staff position
- b) Planned future programs
 - i) Children's Conservatory
 - ii) Creative Management Institute (in progress)
 - iii) Arts-in-Education models
- c) Spice Street
 - i) Income (accomplished)
 - ii) Profile
 - iii) Catering possibilities
- d) Partnerships
 - i) Weaver St. Market
 - ii) The Arc
 - iii) El Centro Latino
 - iv) The Chamber
 - v) UNC
 - vi) Meadowmont
 - vii) Door-to-Door
 - viii) Cat's Cradle
 - ix) Durham Arts Council (?)
 - x) Develop new partnerships
- e) Staff changes and development (incremental over time)
 - a) New development director (accomplished)
 - b) New ArtsSchool director (accomplished)
 - c) New on-site Children's manager

- d) New ArtSchool assistant (accomplished)
- e) New Facilities Manager assistant
- f) Shared Marketing and Development assistant
- g) New concerts/facility manager
- h) ED assistant

- f) Marketing strategy
 - i) Community relations
 - ii) 30th Anniversary
 - iii) branding/continuity of design (in progress)
 - iv) budget (in progress)
 - v) outsourcing, if necessary
- g) Development Strategy
 - i) Hire new Director (accomplished)
 - ii) Generate 40% of budget in unearned income
 - iii) Dedicated board development committee
 - iv) Shared staff assistant
 - v) increase corporate giving
 - vi) increase individual giving
 - vii) lobby local governments
- h) Strategic Planning
 - i) Mission based
 - ii) More Board participation
 - iii) Earlier start
 - iv) More realistic
- i) Board Development (in progress)
 - i) Function based recruiting
 - ii) Increased fundraising capability
- j) Facility
 - i) Major renovations
 - (1) Create committee (in progress)
 - (2) build up to 4 or 5 stories
 - (a) create new classroom and studio spaces
 - (b) rent top two floors as offices or condos
 - (3) create classroom space in backstage area
 - (4) turn East End into a gallery/café
 - (5) create above floor level for main gallery
 - (a) add new wall
 - (b) create a railing and add tables.
 - (6) renovate West End
 - (a) floating wooden floor
 - (b) painted (accomplished)
 - (c) cabinets repositioned
 - (d) kitchen enclosed
 - (e) ceiling repaired.

- (f) sound proofing
- (g) new sound system
- (h) new chairs
- (7) new roof
- (8) backstage classrooms with windows
- (9) cut windows into other classrooms
- (10) HVAC
- ii) Rentals (accomplished)
- iii) Taking programs outside the building
- iv) Better advanced planning so that spaces do not remain unused
- k) Financing
 - i) Revolving line changed to permanent debt
 - ii) Refinance mortgage to tap into equity
 - iii) Finding in-kind or capital help with facility renovations