

Business Plan

2017 / 2018

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EXECUTIVE OVERVIEW:

Up North Arts offers a home for arts and cultural enrichment and learning for the residents, resources and visitors of Cadillac and its surrounding communities. This nonprofit organization is located in a beautiful setting on the shore of Lake Cadillac at the end of the Keith McKellop walkway. This location provides visibility and accessibility to the full spectrum of arts offerings in Cadillac, Wexford County and surrounding geographic regions, while also serving as a cultural economic driver in alignment with the new Cadillac Commons and related community centered initiatives. Up North Arts will serve as a true community center for the arts, a connector and catalyst for creative endeavors, a partner in community-building initiatives, and a centralized location for lifelong arts-related learning and enrichment.

The initiative for this entity was led by a coalition of artists, performers, educators, organizations and community leaders representing all arts disciplines and stakeholders. Many are also members of the Cadillac Arts Council, which has been engaged with and supports this plan.

Implementation is planned as a three phase process. This allows early introduction to the marketplace, stakeholder engagement, pilot programming and fund development. Subsequent phases will scale up for expanded programming and full utilization of the existing facility. The final phase will include added capacity for a state of the art music and theatrical performing venue.

Operational support will be similarly scaled with significant staffing provided by volunteer and co-op artist support. The board of directors, comprised of members with diverse professional and creative experience will provide management, compliance, and leadership during phase one. As capacity expands support will build toward paid staff in addition to the robust volunteer corps. Revenue will be diversified and include memberships, programming fees, rentals, retail and fund development. Expenses during start-up will focus on the facility and backbone services.

Marketing and engagement will begin with the Cadillac Arts Council and City of Cadillac and current key stakeholders, expanding to the regional creative community, local retailers and hospitality industry, regional tourism, regional businesses and the statewide network of professional arts and cultural support organizations.

This plan outlines the need for initial funding to ready the facility for full-scale phase one operation by the end of 2017, as well as estimated funding for phase two.

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History:

Up North Arts grew from foundational work done in 2015-2016 by the Cadillac Arts Council. The arts council, with its member organizations and local supporters, sought to establish a community arts, cultural and enrichment center that would become a community center and vital resource for the citizens of Cadillac and its neighboring communities. The vision for a vibrant center included: art galleries with rotating exhibitions, classroom space for a variety of arts and enrichment programming appropriate for all ages, working artists' studios, performance spaces, music classes and performances, community meeting spaces. The resources to provide such programming are available through existing community groups, what was lacking was a facility and its necessary capital funding. In 2015 the arts council appointed a task force to explore available downtown sites for a potential start-up location.

In spring of 2016, still without a location, the taskforce became incorporated as Up North Arts, Inc., a nonprofit Michigan corporation, and applied for 501c3 status from the IRS. The search for a building continued, finally zeroing in on a portion of the former Naval Reserve complex. This is a city-owned property, and not for sale, so a rental agreement was negotiated. Finally in June 2017 the agreement was signed and access gained to the facility soon thereafter.

Up North Arts, Inc. retains its long term vision to build toward a major multidisciplinary arts and cultural facility. It is adopting a phased strategy that allows short term implementation of programming and brand awareness, while building engagement, capacity and financial support prior to launching a major capital campaign to move the organization into phase two.

Mission Statement:

Up North Arts, Inc. is dedicated to sponsoring, promoting, and encouraging the creative efforts and appreciation of visual, performing, and literary arts in the greater Cadillac community. It is our mission to bring a professional level of support for the arts to this underserved area of northwest Lower Michigan.

Vision:

To expand access for people of all ages and socioeconomic status to all art forms, including major musical and theatrical performances in one centralized location - a true community arts center

Goals:

- Provide a centralized location to house visual arts galleries, an informal performance venue, classroom, workshop, and practice areas that will augment existing public and private school classroom training.
- Support cultural and community economic development
- Bring in arts professionals to conduct workshops for all age groups in all arts disciplines
- Sponsor classes, camps, and workshops for children, especially those who are financially unable to attend similar programs at established multidisciplinary locations such as Interlochen or Blue Lake

Objectives:

- Hold public shows and events to display the talents of local visual artists, writers, and performers
- Draw participation from nearby communities for our program offerings
- Provide a catalog of yearly programming as well as special events designed to spur donations and community participation
- Provide participation opportunities for everyone, regardless of age, ability, or economic status
- Enhance the existing facility to allow for more robust performance opportunities and eventually build a new community center housing literary, visual and performing arts combined with an active senior center.

Organizational Structure

Legal Structure: Up North Arts is recognized as a 501c3 nonprofit organization by the Internal Revenue Service. It is governed by a board of directors with additional support from an advisory council. (Copies of Articles of Incorporation & IRS 501c3 designation available upon request).

Principal members: Up North Arts is being led by a coalition of artists, performers, educators, organizations and community leaders representing all arts disciplines and stakeholders.

Up North Arts Board of Directors

- Chris Fisher, Cadillac, retired art teacher, jeweler, visual artist, (President)
- Mollie Frier, Cadillac, retired retail business owner, (Vice President)
- Jim Smith, Cadillac, retired business systems analyst and technical writer, visual artist (Secretary)
- Bobbie Brown, Cadillac, downtown building owner, former DAR regent, visual artist (Treasurer)
- Paul Brown, Cadillac, School Psychologist, Head of Gopherwood Folk Society
- Laura Porter, Cadillac, Lake City Middle School Counselor, Member of Footliters theater group
- Joy Martin, Manton, Retired Librarian, Member of Cadillac Philharmonic Club

(See Appendix A for Organization Chart.)

Additional support is provided by an advisory council consisting of community arts enthusiasts and other interested members of the public.

- Tudy Elmore, Cadillac, accountant (Provides financial reporting services)
- Jane Nemecek, Lake City, visual artist
- John Wallace, City of Cadillac Community Development Director
- Patrick Cherry, Cadillac, Attorney
- Dean DeKryger, Architect
- Mary Kidder, Cadillac, Retired Art Teacher, VP - Cadillac Garden Club

Stakeholders

Member groups of the Cadillac Arts Council, are significant to the implementation, growth and success of Up North Arts, Inc. The Arts Council, through its fiduciary the City of Cadillac, serves as the umbrella and convening entity for all local arts organizations as well as the regranter of annual funds provided by the City of Cadillac for arts programming. The Council includes representatives from each organization as well as community members.

Arts Council Member organizations are volunteer driven and include:

- Clam Lake Band
- Cadillac Philharmonic Club
- Friends of the Cadillac Wexford Public Library
- Cadillac Area Artists' Association
- Footliters
- Cadillac Community Chorus
- Cadillac Symphony Orchestra
- Cadillac Garden Club
- Cadillac String Association
- Gopherwood Folk Society

City of Cadillac: We share the common goal of providing high quality opportunities for citizens of Cadillac and surrounding areas to further their knowledge, understanding, and appreciation of all art forms. The city has provided use of a conference room for our board meetings while we were negotiating the lease for our new location.

Partnerships and Collaborations

Brinks Custom Framing:

Up North Arts enjoys a good working relationship with Brinks Custom Framing in downtown Cadillac. Brinks serves as a gathering place for artists and patrons of visual arts who purchase quality framing and supplies, as well as profiting from the many years of experience of its owner. In addition to mentoring and encouragement, Brinks has offered to provide workshop and class specific kits at very reasonable prices to our future students.

Bit Social Media:

Web services

Charmellow Design:

Graphic Design services and corporate branding

Allegra Printing:

Our local source for printed materials

Cadillac Senior Center: Agreement for shared facilities and resources during phases one and two of our plan

Cadillac Elks Lodge #680: The Elks lodge has acted as our home away from home for events while we were negotiating the lease agreement for our current location.

Future partnerships:

We look forward to partnering with other local organizations and businesses as the opportunities present themselves.

Market Research

Industry:

The Cadillac area offers a good range of multidisciplinary community arts programming including opportunities for visual artists, public art, choral and instrumental music, community theatre, local history, dance, literature and arts education. The centrally located downtown City Park provides a venue for the popular Cadillac Festival of the Arts in July, a community stage for music and related performances with the Rotary Pavilion, seasonal public art displays, the historical Shay locomotive and related community performances, events and displays. The Cadillac Area Public Schools provides an additional venue with its 700 seat auditorium which is regularly used by the Cadillac Footlites, Cadillac Symphony and Cadillac Chorus as well as for area community schools' performances. Additional venues and rehearsal spaces are sought through area churches and other community locations. Visual artists rely on private retailers (i.e. Brinks Framing), art fairs and their own studio/galleries for display and sales. Private music instructors provide training in home studios, student homes, churches and alternate spaces as available. A private dance studio also operates downtown, with performance space sought through CAPS and alternate venues.

As evidenced by the offerings noted, the Cadillac community is able to access and enjoy the arts. However, the arts groups do not have a common or consistent home for meetings, rehearsal, performance, exhibitions, gatherings or storage - either as individual organizations or as a combined creative sector. As a result, time and resources are challenged as participants must use multiple locations which impacts access to the arts for community audiences and supporters, as well as negatively impacting the financial and volunteer resources of the organizations and limiting growth in awareness, audience and revenue. There is an unmet need for a comprehensive community arts facility and the opportunity to plan a collaborative shared space that could benefit multiple organizations and the community at large.

An additional challenge is one of consistent and coordinated engagement as Up North Arts, Inc. while retaining each organization's individual identity and shifting public perception of community arts. These are challenges that are addressed through rebranding, community relations and organizational development as identified in the business plan. Most notably, this includes branding "Up North Arts, Inc." as a community center for the creation, production, and enjoyment of all art forms; and, engaging artists and organizations as "members" as well as creators, providers, educators and presenters of their art form.

Customers:

Customers fall into the following key categories:

- Artists & Arts Council Member Organizations
- Community at large
 - Youth
 - Adults
 - Seniors
 - Community organizations & endeavors
- Tourists, visitors and seasonal residents

Additional community stakeholders will be sought as active collaborators, potential partners and revenue enhancers including:

- Cadillac Chamber of Commerce Leadership class
- Wexford County Historical Society & Museum
- Cadillac downtown and area creative sector businesses
- Local quilt groups including North Star Quilt Guild and Runs with Scissors Quilt Guild
- Music instructors
- Cadillac Area Visitor's Bureau
- Cadillac Area Festivals and Events (CAFÉ)
- Cadillac YMCA

Competitors:

- Commercial and current art endeavors in Wexford & Missaukee County
 - Existing member organizations efforts (concerts, classes, art shows/fairs)
 - Community and school efforts (Cadillac Area Public Schools performances)
 - Creative sector businesses (Brinks Framing, dance studio, music instruction, Thistle Patch)
 - New Missaukee performance venue (Northern Michigan Christian School)
- Traverse City/Grand Traverse region (5 county)
- Northwest Michigan region (10 county)
- Big Rapids
- Grand Rapids
- Ludington/Westshore Community College

Competitive Advantage:

As noted, there is a significant gap of services and access to facilities that is unmet in Wexford County. Up North Arts, Inc. in tandem with the Cadillac Arts Council has been studying feasibility, readiness and opportunities to pursue their shared vision of a community center for the arts. The Cadillac area offers a good range of multidisciplinary arts programming and creative enterprise, as noted. Up North Arts' visible, joint spaces, shared resources, and common branding allows a synergy of forces to fill the

existing gaps, complement existing and planned arts endeavors and community development, while offering ability to evolve as capacity grows.

Current efforts also complement recent placemaking and economic development initiatives undertaken by the City of Cadillac and the business sector as evidenced by Cadillac Commons and related endeavors.

Services and Products

With phase one well underway, there are many opportunities to fashion Up North Arts, Inc. as a true ‘community center for the arts’ while also expanding capacity and producing the revenue needed to be sustainable long term.

Immediate services and revenue generators include:

- Gallery: outlet for artist sales & commissions
- Organization sponsored exhibitions & programming
- Youth & adult classes
- Retail gift shop sales
- Possible partnering with Senior Center for contractual programming
- Possibly partnering with area public schools for adult education and youth enrichment programming

In our new facility, there are many possibilities for expanded programming and partnerships. Examples include:

- Multipurpose space for events
- Performing space (small intimate productions during phase two of the plan; scaling to large in phase three)
- Special interest classes/groups, including photography, pottery, woodworking, scrapbooking
- Partner with Tourism for Quilting Weekends, Arts near the Lakes, Music Seminars
- Partner with Food/Hospitality/Culinary Arts – commercial kitchen for food incubators
- Cooking classes
- Sublet for working studio space/tours/mentoring
- Visual art shows and exhibitions
- Children’s Theatre – Arts Classes – Music Instruction)

GROWTH:

A phased implementation is planned:

Phase one:

- Establish our identity as an art center
 - January through June 2017 we established common branding and social media presence
- Secure a location and remodel to suit our immediate needs
 - The rental agreement for the easternmost Quonset hut in the former Naval Reserve complex was signed in July 2017. Remodeling begins August 2. Initial plans call for repainting walls and doors throughout, refinishing floors, removing a wall to create a large room for meetings, workshops, etc., making an ADA compliant unisex bathroom from a former men's room, and possibly remodeling an old kitchen area.
- Open a gallery and gift shop and outfit one or two classrooms with tables, chairs and basic supplies
- Dedicate one of the smaller rooms as an office to be populated with desk, computer, printer, file cabinet, etc.
- Work with the Cadillac Senior center to make a shared space conducive to large events such as limited theatrical and musical performances
- Secure programming for the remainder of 2017
 - At the end of August we will sponsor our first visual arts workshop at our new location
 - At the end of September we sponsor a musical concert to be held at the Cadillac Elks Lodge. (This concert was planned prior to our lease agreement for the new facility.)
- Begin a fundraising campaign
 - We had a booth at the 2017 Cadillac Arts Festival in mid-July where we sold tee shirts and sought donations for various building renovation projects, art supplies and miscellaneous furnishings.
 - In September 2017 we begin an aggressive public awareness campaign & membership drive built around a musical concert event we are sponsoring.

Phase Two: 2018 through August 2022

This period encompasses a five-year plan of growth and community recognition. We hope to become the go-to place for arts and culturally enriching activities. This will position us for the final phase – a new state-of-the-art facility housing “everything art” in the greater Cadillac area.

- November through December 2017: Secure programming for 2018
 - Several one-man shows, exhibits, and receptions for well-known artists, writers, performers, etc.
 - Schedule on-going and repetitive classes in fabric art, pottery, jewelry making, painting, drawing, etc.
 - Conduct an art camp for children (one afternoon a week for four to six weeks)
 - Sponsor one small scale theatrical performance
 - Host two open houses (spring and fall) for fundraising -- Combine with major event (make these annual fundraising events)
- First of each new year: Produce a schedule of classes to mail to members and prospects, as well as post on social media and web site.

- Continue work to improve our location to better meet the needs of the public, our staff, and the performing arts.
 - Purchase supplies and equipment to facilitate our class, workshop, and limited performance venue offerings.
- Hire one part time administrator to handle day to day operation of the facility and oversee gallery and gift shop volunteer workers. (Possibly mid 2018)
- August and September of each year: contact prospective teachers, artists, performers, etc. to prepare the following year's programming.
- Each year: Host events, Sponsor workshops and classes as the opportunities arise throughout the year. Gain industry and business sponsorships for major events - 2 to 3 per year.

Phase three: 2022 and beyond

Future Vision with new building: Comprehensive community arts center and performance venue including expanded gallery and multipurpose spaces plus artist studios, community room/event space, commercial kitchen and performance stage/seating with full tech capabilities. This vision is at least five years down the road and includes a closer partnership with the Cadillac Senior Center and the City of Cadillac to include loft apartment type housing units and perhaps a restaurant and/or coffee shop.

FUNDING:*

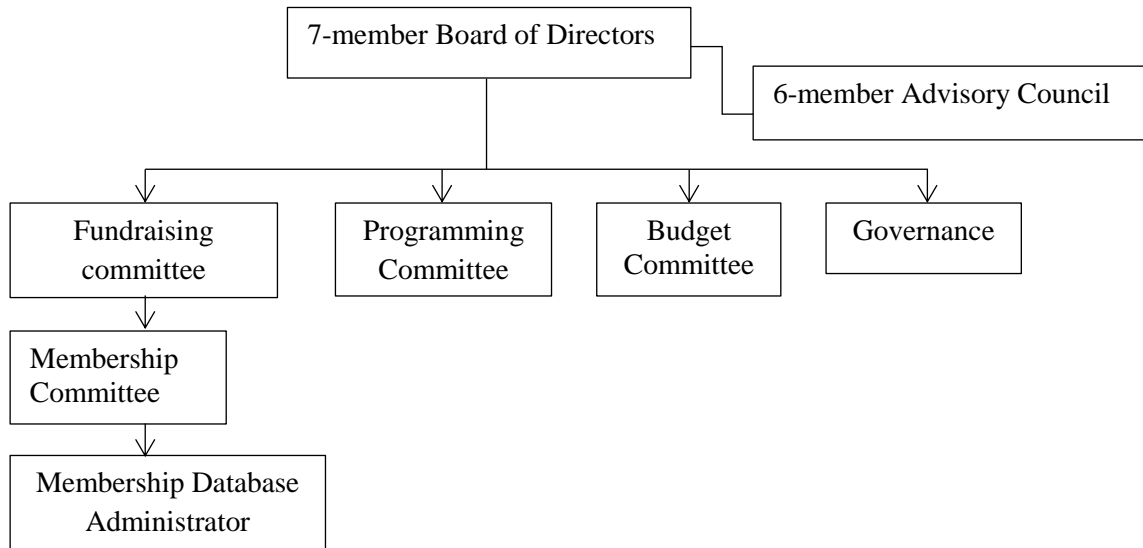
Up North Arts will rely on the following revenue sources:

1. Earned income
 - a. Retail sales and gift shop
 - b. Commissions
 - c. Classes & Instruction, private and group
 - d. Arts events (holiday arts market)
 - e. Facility partnership rental (graphic arts, various Cadillac Arts Council member groups, etc.)
 - f. Performances (phase two and three - small scaling to large)
2. Unearned income
 - a. Memberships
 - b. Grants
 - c. Donations
 - d. Fundraising events
 - e. Sponsorships

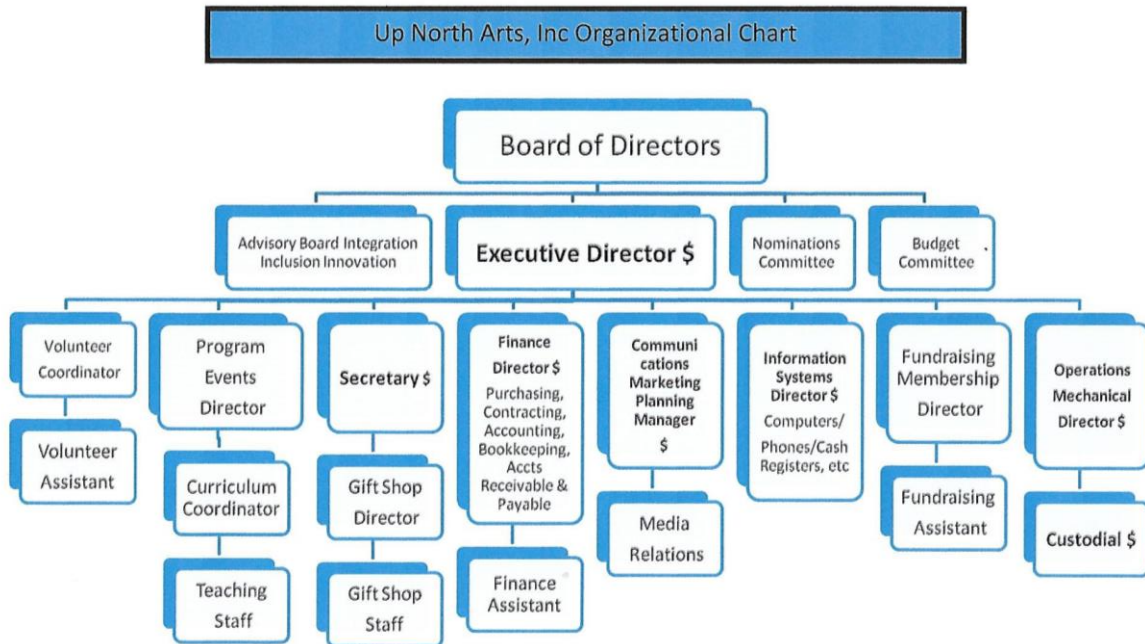
*See Appendix B for proposed 2018 budget

Appendix A

Current Up North Arts, Inc. Organization Chart



These are all currently volunteer positions. This chart will grow as the organization grows. See proposed future organizational chart below.



Appendix B: Up North Arts, Inc. 2018 proposed budget

Projected Expenses, 2018 (\$42,000 annual budget)

Income Category	Yearly Amount
Memberships	15,000
Donations	10,000
Programming & Classes	9,000
Meeting space rental	500
Space rental -other	500
Gift shop sales	1,000
Commissions from art sales	1,000
Exhibitions and Events	5,000
Total estimated income 2018	\$42,000.00

Projected Expenses, 2018 (\$42,000 annual budget)

Expense	Estimated Cost
Facility rental/year 2018	10,020.00
Staff (part time beginning July 2018)	8,500
Teacher & professional service fees	5,000
Marketing, Graphic arts, Social media, website	3500
Insurance, Related compliancy requirements	5000
Equipment (start-up tables, chairs, display cases, other	1,000
Misc. Supplies	3,000
2018 Total estimated expenses	\$36,020.00