

CULTURAL FACILITIES DEVELOPMENT: STEPS TO IMPLEMENTATION

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I. Getting Organized – Gathering Information (Real and Perceived)

- A. Designate a staff person or board member to oversee and coordinate all subsequent volunteer activities related to the facilities project
- B. Assemble an initial ad hoc committee of interested people or organization representatives.
- C. Determine Organization and Community Readiness (compile facts, figures, trends of the organization)
 - Organization's vision, philosophy and goals
 - Organization's audience composition, attendance, community image and support
 - Current level of activity
 - Strength of management and governance
 - Current Financial Status (analysis of assets and liabilities for a 3 year period)
 - Analysis of the current facility (condition, technical equipment, location (assets and liabilities), community image of physical building, suitability for use)
 - Pros and Cons of other arts facilities in the community
 - Community priorities
 - What other fund drives are currently underway
- Analysis of the changes to the organization that a new facility will bring about (programmatic, audience support, funding base, operational costs, management etc.)
- Preliminary analysis of changes needed in the proposed facility (specific technical improvements, minor additions or interior alterations, major renovation)
- Analysis of space needs (based on activity analysis)
- Analysis of potential uses (arts program feasibility)
- Analysis of all beneficiaries of the project (stake holder groups)
- Analysis of community planning documents or cultural assessment plan if available (if none exists, one should be conducted before proceeding)
- Determine building ownership and rights of owner
- Determine existing state/county and municipal laws, ordinances, standards and regulations (especially important when dealing with a historic property)
- Determine historical property and tax credit eligibility, if appropriate (formal process, see NC Historic Preservation Office guidelines and application forms),
- Analysis of the degree of support broken down by construction/renovation and life cycle costs (operating and maintenance) and political assistance that can be expected from:
 - City/County/Local officials
 - Community organizations/neighborhood groups
 - Other arts groups
 - Corporate/Business leaders
 - Private individuals
 - Foundations
 - State and Federal sources

- Why do you believe this support will be forthcoming? (basis of fundraising case statement)

Note: to answer some of these questions, research or feasibility studies need to be conducted (see section on consultants)

D. Evaluate readiness and ask tough questions (potential funding sources will probably be asking the same questions)

- Will present committee be able to handle the task ahead? If not, who should be added to the committee (key people identification)?
- Who are the key people who will be supporters? What can be expected of them (volunteer time, expertise, in-kind services and/or funding)?
- What is the role of city/county government?
- Does community need justify the project? (facts and statistics should be considered)
- Are you ready to establish yourself as a public group, articulate your vision, publicize your plan and set up formal structure for your campaign?
- Is enough funding available to afford, at minimum, the planning process, i.e. modest publicity, consultant services, including architectural studies and office help (approximately \$15,000-\$50,000 will be necessary depending on scope of the project)? Also recognize the annual operational funding will most likely decrease during a capital fund campaign.

If you do not have positive answers to these questions or cannot commit the necessary resources as outlined, perhaps now is not the right time to move forward with your project.

II. Moving Forward

A. Establish a clear vision and goals for the project that you can begin to articulate to others: This should be a shared vision created through the planning process, for example,

- To stabilize, preserve (and operate?) a significant, historical and architectural resource of the community
- To serve as a catalyst for continued revitalization of the downtown area while supporting economic strength of the whole community
- To encourage community pride and enlist citizen involvement
- To operate a _____
- To provide the community with _____
 - Facilities for community organizations
 - Facilities to promote the interest in art
 - Facilities to encourage professional touring performances
 - Facilities for providing shows and displays for public viewing
 - Etc.

B. Research other facilities and organizations that have been through the same process

Places in North Carolina that have undertaken adaptive re-use cultural facility projects: Murphy School Auditorium, Raleigh; Stevens Center, Winston-Salem; Temple Theatre, Sanford; Paramount Theatre, Burlington, Gallery Theatre, Ahoskie; Wilson Theatre and the Wilson Arts Council (old bank building), Wilson; Arts Center, Kinston; Black Mountain Center for the Arts, Black Mountain; Durham Arts Council; Nash Co. Arts Council; Roanoke Valley Arts Council; Alamance Co. Arts Council; Richmond County

Arts Council; Pasquotank County Arts Council; Catawba Valley Center for the Arts and Sciences, Hickory; Stecoah Valley Center, Robbinsville; Wilkes Art Gallery, N. Wilkesboro; Waterworks Art Gallery, Salisbury, Parkview Theater, Burnsville

C. Determine community responsiveness

- Talk to all sorts of people (supposed allies, neutrals and opponents, in and beyond the arts community. Use of surveys, interviews and focus groups is helpful)
- Assemble diverse groups of people in workshops and focus groups to solicit ideas and concerns
- Seek preliminary support for the project from media and politicians
(This is the first step in developing broad support for your project. In bringing people into the process, think about the image of a pebble thrown into a pond. A single pebble creates a ring, which creates a larger ring, which in turn creates additional larger rings. So it is with you and your committee's task).

D. Establish a more formalized committee structure

- Create a broad-based steering committee of key individuals who will oversee all activity and sub-committees as warranted. Steering committee task should include:
- Establish procedures and necessary policies for project implementation and publicity
- Establish necessary sub-committees, i.e. fund development, marketing, public relations, community involvement and building committees as needed
- Establish a mechanism for community ownership (needs assessment, programs for support, marketing)
- Establish a timeline and schedule planning meetings
- Develop a plan for raising capital development funds. See that key people who can support your project with funds and political influences are involved.
- Research and select appropriate consultants (see below)
- Serve as a liaison between consultants and sub-committees

E. Determine where consultants or board/committee expertise may be helpful:

- Facilitator for the planning process
- Financial feasibility – assesses potential for financial support (potential donor interviews)
- Fund development (can assist in all areas of fund raising and possibly marketing)
- Marketing (may be needed for audience feasibility studies)
- Cultural facilities operation and management (NC Arts Council list for possible consultants)
- Economic development (NC Main Street list for possible consultants)
- Budget projections

Certain of these studies may be accomplished through the use of local college or state university resources

F. Create a presentation for use with potential funders to the planning process. Include overall goals of the planning process, an overview of steps involved in the process; expect outcomes/benefits of planning and a itemized planning budget.

G. Necessary Architectural Studies (AIA Directory, NC Arts Council list, State Historic Preservation Office)

Architectural consultants are necessary to conduct a variety of architectural feasibility studies. An architectural feasibility study should consist of the following (depending on the circumstances). The architectural planning consultants may or may not be the same as the project architects.

1. An environmental analysis – to determine the presence and degree of asbestos, lead paint and other hazardous materials
2. Public Safety and Code Analysis – similar to the above, but also includes structural analysis, ADA compliance, and all issues covered by the NC Building Code.
3. Evaluation of Mechanical, Structural and Acoustical Systems – to determine condition of existing systems and adaptability or not for future use. If not adaptable, what is needed?
4. Historical Documentation and Architectural Features Identification – assesses eligibility for historical building status on the national and state levels (such status could make the structure eligible for tax credits to help fund the rehabilitation), analyzes as built drawings and assesses the condition of existing interior finishes and exterior elements.
5. Re-use Study (for adaptive reuse projects)– relating items 1-4 above to specific needs of potential use and what physical measures, including projected costs, would have to be undertaken to fulfill those needs.
6. Community Design Impact Study – to determine relationship to future development in the area. Includes an analysis of parking, pedestrian circulation etc. as they impact the neighborhood and future growth/changes to the area.

Some architectural consulting firms do all of the above. Number 3 should also involve someone with knowledge of arts facility design in the specific discipline required, i.e. theatre, dance, visual arts etc. Number 4 may have to be undertaken by an expert in building preservation. The State Office of Historic Preservation may be of assistance here. Number 1& 2 may be done through local governmental agencies. Number 6 may have been done already through a community, downtown or cultural development assessment/master plan.

Such architectural studies will lead to specific restoration or construction plans, options and a preliminary budget for the construction phase of the project (keep in mind that additional funds will be required for facility operation after the construction phase is complete).

H. Initial fund development

- Raise seed money to complete necessary architectural and other studies
- Raise required resources for conducting a capital campaign (consultant fees, brochures and campaign literature, office equipment and supplies, office assistant etc.) from:
 - Own committee members (1/3 is the average)
 - Community Foundations
 - Other State and National Foundations (conduct foundation research at Foundation Center, NC State University)
 - Local businesses
 - Individuals
 - State (NCAC, OHP, Preservation NC, Legislature)
 - Local government agencies (departments of recreation, planning, schools, social service agencies)
 - Community Organizations (Rotary, redevelopment agencies, etc.)
 - Federal Government (NEA, HUD, National Trust)
 - Events

I. Establish capital campaign development/marketing plan (may want to work with a consultant)

- Conduct a financial feasibility study – analysis of operational, planning, construction cost and cash flow projections. A study of the economic impact of the facility on the community should also be conducted.

Note: such feasibility studies are done to clarify your needs and identify actual available resources. These studies can also provide data that will be helpful making your case to politicians. Based on these studies project may have to be altered, tabled or scrapped.

- Develop a step-by-step plan as how capital campaign should be organized and implemented (include a campaign infrastructure with hardware, software and staff assistant needs)
 - Develop strategies for expanding community ownership
 - Develop case for support
 - Develop campaign promotional theme
 - Develop policies for pledges and gifts including donor recognition
 - Develop record keeping procedures (your books are public record)
 - Secure underwriting for promotional materials
 - Create a visualization of your vision (publication, video, computer design, website)
 - Conduct donor prospect research
 - Conduct donor cultivation/education
 - Conduct volunteer education
 - Develop funding proposals
 - Administer campaign