

[Name of Organization]

BUSINESS PLAN

[date business plan issued]

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Business Plan Copy No. _____

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It is hereby acknowledged by the undersigned that the information to be furnished in this business plan is in all respects confidential in nature (other than such information which is already in the public domain through other means) and that any disclosure or use of same by the undersigned may cause serious harm or damage to [Name of Organization].

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Signature

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Date

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EXECUTIVE SUMMARY

History

[NAME OF ORGANIZATION] (the "Organization") is a non-profit organization which was formed in _____ [year] as a conservatory of the Performing Arts in the community of _____, and advancing and advocating for the Arts in the state, region and nation.

Since our inception, we have staged _____ theatrical productions, _____ musical performances, _____ [list]. We have also developed several programs to develop young artists, which have been led by well-known local and national artists such as _____ [list].

[Briefly describe other programs and accomplishments of the organization.]

The Organization currently has a _____ member Board of Directors, made up of representatives of several local cultural and arts groups, as well as _____.

Mission & Objectives

The Organization's mission is to provide a training ground for students in the performing arts and provide quality live theater, dance and musical performances to the community. Acquiring or building a performing arts venue is an extension of this mission.

The Organization's long-term objective is to consistently provide excellent performances and stimulating social events for the families of our community. In order to do this, we are committed to bring to our community a Performing Arts Center with the highest quality of planning, design, and functionality, to accommodate all age groups and all appropriate aspects of the liberal Arts from solo artist and dance to lavish theatrical musicals.

Current Facility

The Organization currently uses _____ [describe facility currently being used for performances]. This facility, although functional, has serious limitations that distract from the performance, and problems that are not cost-effective to fix. These limitations affect the community's interest in our theatrical events, because of location, seating comfort and design to enhance the performance.

New Performing Arts Center

A home for the Performing Arts in _____ [name of community] will improve the resources and expertise of a burgeoning arts community and help to create an environment that actively supports and encourages the further development of the area residents and their creative selves. The vision for the Arts Center is one of optimism, based upon an increasing level of support by the community both in terms of use of the facility and financial support. The center will attract a large and eager audience from the region to classes, workshops, art exhibitions and live performances.

Fund Raising Efforts

The Organization is seeking corporate sponsors through fund raising and public and private grant programs. Our goal is to develop a Performing Arts Center that will allow us to work together with community members and groups to stage live performances of the highest quality. Only through contributions from private and public sponsors can the Organization achieve the funding necessary to acquire or build such a facility.

Funding Requirements

We estimate that we will require approximately \$_____ in order to [purchase / build / renovate] a theater and arts center. Of this amount, \$_____ will be allocated to _____ [*describe how the funds will be spent, e.g. so much for purchase of the building and/or land, so much for renovations and retrofitting (if required) to bring it up to code, etc.*]

I. MARKET OVERVIEW & MARKETING STRATEGY

1.1 The Community

[Briefly describe the community, location, population, its unique qualities, average household income, percentage of student population, etc.]

Together with community and cultural leaders, we are seeking to create a nurturing environment for the Performing Arts. It is our combined commitment to develop a Performing Arts Center that will allow the coming together of various age groups working to put on live performances that will have a binding effect on the community.

1.2 Market Need

The Organization currently uses _____ [describe facility currently in use]. This facility, while functional, has severe limitations that distract from the performance, and other problems that would not be cost effective to address. These limitations affect the community's interest in our theatrical events, because of location, seating comfort and design to enhance the performance.

Other facilities in the area which are available for use include _____ [list]. Of these facilities, only _____ is available for long enough periods to allow performers to rehearse, build sets, and prepare for production of live performances. This facility is owned by _____, who rent it to other groups at reasonable rates when they are not in production.

A new Arts Center with space for set building, rehearsal space which can be used even while a production is going on, and storage capabilities would greatly enhance the arts and entertainment scene in the community, and would provide an opportunity for more performances of all kinds.

1.3 Stakeholders / User Groups and Target Markets

The users of the Arts Center will be drawn from the _____ area. As awareness of the facility grows, and as the Organization expands its programs and classes, the Center may draw users from surrounding areas as well.

Our target markets include families, children in various age groups, adults, seniors, artists of all disciplines, and sponsors. The following chart shows which of these market segments we are targeting with our programs and services.

Product Market	Workshops	Arts Camps	Hall Performances	Second Stage	Shopping / Dining	Meetings / Functions	Special Events
Preschoolers	X	X		X			X
School Kids	X	X		X			X
Youths	X	X	X	X			X
Adults	X		X		X	X	X
Families		X	X	X	X	X	X
Seniors	X		X		X		X
Visual Artists	X	X		X		X	X
Musicians	X	X	X	X	X	X	X
Actors	X	X	X	X	X		X
Sponsors		X	X	X	X	X	X

Preschoolers (ages 2 to 6). Preschool-aged children will come to the facility with a parent to enjoy children's programming, play groups and special art activities aimed at young children, such as "creative" day care with art, music and dance activities geared for their age group while their parents are taking a class elsewhere in the building.

School children (ages 6 to 13). School-aged children will come to the Center to attend theatrical and musical performances as part of their school program, as well as with members of their family. They can

participate in age-appropriate workshops, classes and summer art camps, attend performances, and even be a cast member for theatrical and musical productions.

Youths (ages 14 to 21). This age group will use the Center as a place to explore their interests in the creative arts, and as an outlet for creative self-expression. They can be involved in all aspects of performance presentation – as playwrights, composers, musicians, actors, singers, dancers and as audience members. They will attend events in the performance venues with peers and/or family members, and can participate in summer art camps and children’s programming as teachers and group leaders.

Adults and families can use the Arts Center as a place in which to learn and develop creative skills in such areas as painting, drawing, sculpture, photography and crafts. They can also participate in amateur theater as actors, playwrights and technicians. They will attend performances, come to the Center to shop in the retail outlets or enjoy a meal in the restaurant with friends or family. They may also attend parent-child art classes and live performances of theater, dance and music. They can rent space for a function, and have it catered by the restaurant.

Seniors will attend the Center to take classes, meet friends, shop, have a meal, or attend performances. They may also volunteer to help lead programs for children, and act as guest hosts, ushers, ticket takers and in other volunteer capacities.

Performing artists will teach workshops, rent studio space in which to produce their own work, mount exhibits of artwork, produce plays and give live performances.

Sponsors will benefit from the public recognition provided by the Arts Center through their support of the facility with acknowledgements provided on donor plaques, advertising space on printed programs and signage, and other forms of public acknowledgement. They can rent the multi-purpose boardrooms and other areas for meetings and functions, which can be catered by the restaurant.

1.4 Programs and Services

The Organization will continue to develop programs and workshops for the public. Performing arts programs and workshops in development include acting, improvisational theater, stagecraft, playwriting, lighting and technical aspects of production, as well as music and dance. Visual arts courses include painting and drawing, sculpture, pottery, craft and printmaking.

The new Arts Center will allow us an opportunity to produce more musical concerts, from classics to rock. We also have plans to produce a subscription musical series to present a selection of different artists in concert each year.

The development of an Artist-in-Residence program will add enormously to the quality of program offerings, as members of the community are attracted to workshops offered by recognized artists, musicians and writers who come by invitation to the facility. During their residency, they would have the opportunity to create their own works within the facility and, at the same time, engage community members in exploration and development of their own creative talents.

1.5 Marketing Strategy

The marketing strategy will be developed to create widespread awareness of and demand for the services and programs available at the Arts Center for all of our target markets, from very young children to seniors. Secondly, it will encompass an ongoing strategy for promotion and marketing of live performances at the Center.

A feedback survey will be built into every workshop and course offering to gather opinions from participants about the quality of the programs and instruction. In this way, the Organization will build a body of knowledge about the wants, needs and expectations of the community, ensuring that our pricing is fair and reasonable, and developing good rapport with our clientele.

We will develop a budget for a Grand Opening event to maximize community awareness of the Center and to position it in the minds of our target audiences as a place where they can discover their own creativity as well as celebrate the talents of others. Several high-profile performers from the national arts community will be obtained for this special occasion.

Communications, for the purposes of awareness and marketing, will be an essential component of the marketing strategy. A sufficient budget must be put in place to ensure that the communications program can penetrate the awareness of target markets so that they are attracted to the Arts Center and what it can offer. Regular communications would utilize the following media, each with distinct purposes and aimed at a range of target markets:

Medium	Audience	Purpose	Timing
Website	All target audiences, particularly younger market segments	General awareness, feedback, registration for programs and workshops, donations, schedules, information on upcoming events	Updated regularly as schedules and performance dates are confirmed
Newsletter (print and email)	All target audiences	General awareness, insights into programs, profiles of instructors and performers, background / behind the scenes information, "breaking news"	[Monthly / every second month / etc]
Advertising (print and broadcast)	All target audiences	To create brand awareness and promote live performances, to identify and thank sponsors	On a regular basis, depending on the nature of performance / event and the budget associated with it.
Concert programs	All audience members at the performance venues	To provide background on performance or production, biographies of artists, souvenir of the evening, sponsor promotion and news and promotion of other activities taking place in the Center	Produced ___ weeks prior to each live performance / production.

II. THE PERFORMING ARTS CENTER

2.1 Architectural Needs Study

The Organization conducted a needs study and survey with a cross-section of potential users of the facility to determine what would be needed. This information [has been / will be] provided to the architect to be incorporated into the plans for the building. The picture that emerged was of a structure of approximately _____ square feet, comprised of a ___-seat performance hall with dressing rooms, a carpentry workshop and wardrobe, ___ smaller theater spaces, offices, storage, a multi-purpose boardroom space, as well as _____ retail spaces and a restaurant / coffee shop. Included was approximately _____ sq. ft. of workshop and studio space for teaching and rehearsals, as well as multi-use space for a variety of other purposes.

2.2 Main Theater

The main performance venue is a ___-seat theater with an open thrust-type stage, offering the most flexibility for all types of performances, and flexibility for theater-in-the-round, raised or lowered staging with thrusts for theater productions, music and dance presentations. Such a stage arrangement also permits the temporary installation of risers for choral presentations and the “thrust” portion of the stage covering an orchestra pit. These various configurations offer plenty of flexibility and intimacy with an audience without compromise to acoustics or other technical elements required for a wide variety of performance disciplines.

2.3 Black Box Theaters

The two small black box studio theaters are literally “boxes” with 22-foot ceilings and riser-type seating that is retractable to extend the use of the space, and can be used for a number of purposes:

- as rehearsal space;
- for small intimate performances;
- for children’s theater or dinner theater;
- for private functions, such as receptions or parties;
- for experimental or “fringe” productions;
- for art exhibits (with staging removed).

2.4 Lobby

The lobby will serve a multitude of purposes. Firstly, it is a gathering space for audience members before performances and during intermissions, when bar / beverage service will be available. The space will be carpeted and comfortable, and will be suitable for a variety of purposes, including:

- exhibit space for local and traveling art shows;
- receptions and post-event galas;
- functional space for art and theater activities.

2.5 Classrooms

The facility will house a number of classrooms for workshops, courses and programs. The number and dimensions of these rooms will be finalized in the architect’s plans, however, we anticipate no less than ___ classrooms. At least ___ of the classrooms will be large enough for dance classes.

2.6 Board Rooms

The multi-purpose board rooms will be furnished with removable fixtures to enable a variety of uses, and will be wired for multi-media use to allow them to be rented for all types of functions, such as business meetings, art exhibits, receptions, lectures, and conferences.