

# The Emeryville Arts and Cultural Center

Strategic Plan 2009-2011



Completed by:  
The City of Emeryville Redevelopment Agency, Agency Staff  
and the Emeryville Arts and Cultural Center Strategic Plan Steering Committee

with:  
Museum Management Consultants, Inc.  
San Francisco, California

***Attachment 1***

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# MAYOR'S FOREWORD

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On behalf of the City of Emeryville and the Emeryville Redevelopment Agency, I am very pleased and excited to share with you our plans for the future of the Emeryville Arts and Cultural Center (Art Center). This *Strategic Plan* sets a vision and mission for the Art Center that has evolved out of a broad, community-based strategic planning process, and which will result in the creation of a center for visual and performing arts to serve the residents and businesses of Emeryville as well as the Bay Area region and perhaps beyond. Having acquired the property in 2006, the Emeryville Redevelopment Agency is additionally pleased that the Art Center will be located in an adaptively re-used and renovated World War II-era manufacturing building in the City's historic Park Avenue District, immediately adjacent to the Emeryville Civic Center. Revitalizing the Park Avenue District through the renovation of the former United Stamping Company Building as the new Art Center represents an important part of the transformation of that area of the City of Emeryville from its industrial past to a vibrant new mixed-use center of business, technology, the arts, and residential living.

Located in the heart of the East Bay, the City of Emeryville is home to a thriving artist community, businesses, organizations, and institutions specifically focused on the arts, a committed and involved educational community, and a residential and

business community with a daytime population of over 25,000. The Emeryville Celebration of the Arts Exhibition, which will celebrate its 25<sup>th</sup> anniversary in fall 2011, when the Art Center is scheduled to open, annually hosts an exhibition featuring the works of over 100 artists living or working in the City of Emeryville. The Art Center will not only host this annual exhibition, but also will offer dynamic exhibitions, programming, and outreach activities.

The City of Emeryville and the Emeryville Redevelopment Agency are excited to continue our long-standing commitment to the arts through the development of the Emeryville Arts and Cultural Center. Through this Art Center, we hope to enhance the already strong partnerships that the City has with its arts, business, school, and residential communities, so that even more cultural enrichment can be brought to Emeryville as well as the region beyond.

Dick Kassis  
*Mayor, City of Emeryville*  
*Chairperson, Emeryville Redevelopment Agency*

# INTRODUCTION

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This *Strategic Plan* is the result of a comprehensive process undertaken by the Art Center Steering Committee, whose members were appointed from the general public by the Emeryville Redevelopment Agency to advise on planning. Museum Management Consultants, Inc. (MMC) of San Francisco worked with the Steering Committee to guide the group in making decisions about future vision, program offerings, and infrastructure. See Appendix A for Steering Committee participants.

The *Strategic Plan*, along with an accompanying *Business Plan*, articulates the development and implementation of a dynamic arts and cultural experience for regional residents and visitors. Together, these plans bring the arts into the forefront of Emeryville, while ensuring the future financial stability of the Art Center.

The first phase of the planning process consisted of MMC conducting a series of interviews with City of Emeryville staff, administrators, and City Council members; artists; collectors; potential donors, residents, and other constituencies to understand the various points of view and issues associated with the project and to determine the core issues facing the Art Center. In addition, other art centers were studied to understand lessons learned in comparable organizations.

Most notable in the planning process has been the Steering Committee's willingness to dream about being the best while focusing on what makes Emeryville unique within the region. Members of the Steering Committee and various task forces (See Appendix B for List of Participants) have conceptualized an Art Center that includes visual and performing arts within a facility that will be welcoming and will maximize a compelling visitor experience. In addition, discussions were held about marketing strategies to build audiences, ensuring financial stability, and building a governance structure. The *Strategic Plan* documents these important organizational and programmatic issues as five goals with corresponding objectives, accountabilities, and timeframes.

This *Strategic Plan* is a living document and is intended to guide the work and decisions of the Art Center's leadership. It will be important to track progress and update goals and objectives to reflect the changing external and internal environments that will impact the future. This *Plan* represents the thoughts of many people and their commitment to quality in all aspects of the Art Center; and it positions the Center to thrive in the coming years.

Adrienne Horn, President  
*Museum Management Consultants, Inc.*

# VISION

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The Art Center is founded on the belief that the arts have the potential to educate, engage, inspire, and empower. Emeryville embraces the arts as a compelling form of communication among individuals and across diverse cultures, expressing the issues of today while giving us a deeper understanding of the past.

Located in Emeryville's Park Avenue District and serving the region, the Art Center is designed to enhance the Bay Area's vibrant arts community through exhibitions, performances, educational programs, and outreach efforts that bring the arts to every corner of Emeryville.

Programs at the Art Center and outreach activities in the community are interactive, dynamic, and connected to the culture of Emeryville and other artistic innovations from throughout the Bay Area. With the city's accomplishments in business, new media, biotechnology, life sciences, and the arts, the Art Center plays an important role in drawing connections between these disciplines and shining a spotlight on our unique city. Exhibitions feature the work of regional artists and explore the relationship between art and other fields. Performances of dance, music, spoken word, and poetry give

voice to topics explored in Art Center exhibitions and take place in a small and intimate setting that enhances the relationship between audience and performers. Lectures and demonstrations uncover the creative process and the ways in which the arts connect to our daily lives. Offerings may range from a class led by an artist-in-residence to a lecture about animation.

The Art Center collaborates with other community organizations in the region to ensure that programs resonate to an ever-expanding audience.

As a gathering place for educational, aesthetic, and intellectual experiences, the Art Center's building is designed to be flexible to accommodate changing needs, and to reflect the latest in technology. It is an appealing venue for civic, business, and social events. Emeryville residents, those who commute to the city for work, educators, families, seniors, and other Bay Area residents enjoy the Art Center's various activities and consider the Art Center a vital forum and resource for experiencing the visual and performing arts.

## MISSION

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The Emeryville Arts and Cultural Center inspires artistic expression and advances cultural literacy<sup>1</sup>. The Art Center honors Emeryville's rich, diverse, and creative heritage through active community engagement in the visual and performing arts.

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<sup>1</sup> Cultural literacy is an understanding of and appreciation for the arts.

# CORE VALUES

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- We support creativity and experimentation.
- We have a broad and inclusive definition of art.
- We are accessible, responsive, and welcoming to all.
- We are committed to creating opportunities for the appreciation of cultural differences.
- We seek innovative ways to collaborate with artists and organizations throughout the region.
- We pursue excellence and distinction in all aspects of programming and operations.
- We are fiscally responsible.

# GOALS



# GOAL 1

## Establish organizational structure and self-perpetuating governing body

### CONTEXT







As the owner of the facility that will house the Art Center, the Emeryville Redevelopment Agency is leading the Art Center's planning efforts in the short-term. The Redevelopment Agency has appropriated funds for the renovation of the building, but will not be providing funds for operations. The Art Center is envisioned to be a self-sufficient organization that will work in partnership with the City, but as an autonomous non-profit entity. This will ensure artistic freedom, organizational flexibility, and the opportunity to solicit and secure tax-deductible donations.






The first step in developing the Art Center's governing structure will be to form a small Founding Board of Directors. This group will be selected according to criteria established by the Art Center Steering Committee and Redevelopment Agency. The Founding Board will organize the 501(c)(3) by working with legal counsel to apply for non-profit status, and will lead the search for an Executive Director. Once the Executive Director is hired, the Founding Board will work with him/her to further define the roles and responsibilities of Board members, and to identify and recruit the full Board of

Directors, which will be self-perpetuating. Board members will be drawn from the region and will provide counsel and support in fundraising, advocacy, and policy development. Board members will be recruited based on criteria set forth, including interest in the mission and artistic vision, expertise, and funding the Art Center's needs.

With the Art Center's leadership and tax-exempt status secured, the Executive Director and Founding Board of Directors will take over responsibility and oversight for the Art Center's operations. There will be a Memorandum of Understanding (MOU) between the Agency and the 501(c)(3) to clarify expectations, roles, and responsibilities of both parties. In addition, the MOU will define the nature of the Redevelopment Agency's ongoing support for the Art Center.

During the remaining planning and building phases of the Art Center, the Executive Director will play an essential role as lead spokesperson and advocate. In partnership with the Board, he/she will be the Art Center's chief executive, responsible for developing support for the Art Center through fundraising and marketing activities, implementing the artistic vision, initiating programming, and hiring staff.

GOAL 1: ESTABLISH ORGANIZATIONAL STRUCTURE AND SELF-PERPETUATING GOVERNING BODY		
ACCOUNTABILITY	COMPLETION DATE	OBJECTIVES
Redevelopment Agency 	June 2009 	<b>1.1 In consultation with Steering Committee, appoint Founding Board of Directors (interim group of approximately five to seven people) to establish 501(c)(3), hire Executive Director, and develop full Board of Directors</b>
Founding Board of Directors 		<b>1.2 Develop criteria for selecting Board of Directors, such as:</b> <ul style="list-style-type: none"> <li>▪ Capability to contribute and/or raise funds</li> <li>▪ Expertise in a particular area (e.g., legal, accounting, etc.)</li> <li>▪ Experience with non-profit boards</li> <li>▪ Community and/or business leadership</li> <li>▪ Diversity</li> <li>▪ Geography</li> </ul>
		<b>1.3 Define duties and responsibilities of the Board, such as:</b> <ul style="list-style-type: none"> <li>▪ Fundraising</li> <li>▪ Community relations</li> <li>▪ Developing a membership base</li> <li>▪ Advocacy for the Art Center</li> <li>▪ Other, as defined</li> </ul> <b>1.3.1 Develop written job descriptions for Board members including fundraising expectations</b>

ACCOUNTABILITY	COMPLETION DATE	OBJECTIVES
<p>Founding Board of Directors</p> 	<p>December 2009</p> <p>June 2009</p>  <p>August 2009</p> 	<p><b>1.4 Establish private non-profit 501(c)(3)</b></p> <p>1.4.1 Retain an attorney to create articles of incorporation and by-laws, and file paperwork that includes the following:</p> <ul style="list-style-type: none"> <li>▪ Board member contract/agreement</li> <li>▪ Minimum/maximum number of Board members</li> <li>▪ Code of ethics and conflict of interest policies</li> <li>▪ Essential committees</li> </ul> <p>1.4.2 Develop a Memorandum of Understanding between the Emeryville Redevelopment Agency and the Art Center that:</p> <ul style="list-style-type: none"> <li>▪ Defines the rights and responsibilities of the Redevelopment Agency and Board</li> <li>▪ Outlines Redevelopment Agency funding and expectations</li> </ul>
	<p>December 2009</p> 	<p><b>1.5 Hire Executive Director with the following skills/characteristics:</b></p> <ul style="list-style-type: none"> <li>▪ Experience as Director of a visual and/or performing arts organization</li> <li>▪ Proven track record in fundraising</li> <li>▪ Leadership skills</li> <li>▪ Project management experience</li> <li>▪ Other</li> </ul>

ACCOUNTABILITY	COMPLETION DATE	OBJECTIVES
Executive Director and Founding Board of Directors	January 2010	<b>1.6 Develop Board recruitment strategies</b>
		<b>1.7 Establish Board orientation program</b>
		<b>1.8 Develop Board self-assessment processes</b>
▼	▼	<b>1.9 Begin recruitment of full Board of Directors</b>

# GOAL 2

## Develop a compelling visitor experience

### CONTEXT





The Art Center will present visual and performing arts programming that creates an experience of the highest quality. Programs will be contemporary, cross-disciplinary, accessible, reflective of Emeryville's dedication to innovation, and supportive of the artistic community in Emeryville and the surrounding region.

Through its programming and activities, the Art Center will be a lively place brimming with daily activity, and will create a friendly and embracing atmosphere with a focus on inspiring visitors and fostering imagination. Creative activity at the Art Center will explore the intersection between the visual arts, performing arts, and education in flexible galleries and spaces that allow for experimentation.

The Art Center will focus on building and enhancing cultural literacy. As stated in a recent RAND publication, cultivating demand for the arts “is about giving people the skills and knowledge they need to have rich encounters with works of art that keep them coming back for more.”<sup>2</sup> Creating cultural literacy and demand will be achieved at the Art Center by providing educational opportunities that focus on increasing understanding, not only about art itself, but also about other disciplines through the lens of art. For example, an exhibit could be formed around the influence of biotechnology on the visual arts; ancillary programs might include panel discussions with local artists and business leaders, as well as relevant films and performances. Specific programming will be developed by the Executive Director, with guidance and approval from the Board of Directors. In this way, the Art Center will build new audiences for the visual and performing arts now and well into the future.

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<sup>2</sup> Zakaras, Laura and Julia F. Lowell, *Cultivating Demand for the Arts*, Rand Corporation, 2008.

GOAL 2: DEVELOP A COMPELLING VISITOR EXPERIENCE		
ACCOUNTABILITY	COMPLETION DATE	OBJECTIVES
Redevelopment Agency 	February 2009 	<b>2.1 Assess space needs for exhibitions, performing arts, and education programs (See Goal 3) including the following:</b> <ul style="list-style-type: none"> <li>▪ Galleries</li> <li>▪ Theater</li> <li>▪ Back of house/prep</li> <li>▪ Loading dock</li> <li>▪ Limited storage</li> <li>▪ Staff offices</li> </ul>
Executive Director 	January 2010 	<b>2.2 Determine criteria for selecting exhibitions, performances, and other programming, such as:</b> <ul style="list-style-type: none"> <li>▪ Relates to Art Center mission</li> <li>▪ Educational and interactive components</li> <li>▪ Contemporary artists</li> <li>▪ Fundability</li> <li>▪ Marketability</li> <li>▪ Appeals to diverse audiences</li> <li>▪ Interdisciplinary</li> <li>▪ Accessibility</li> <li>▪ Role of technology</li> </ul>

ACCOUNTABILITY	COMPLETION DATE	OBJECTIVES
Executive Director ↓	December 2010 ↓	<p><b>2.3 Establish Visual and Performing Arts <i>Program Plan</i> for inaugural year and three years after opening</b></p> <p>2.3.1 Identify performing arts organizations and artists to present at the Art Center</p> <p>2.3.2 Identify changing exhibitions to be shown at the Art Center</p> <p>2.3.3 Develop ancillary programs in support of the visual and performing arts programs</p> <ul style="list-style-type: none"> <li>▪ Lectures</li> <li>▪ Artist talks</li> <li>▪ Classes</li> <li>▪ Films</li> <li>▪ Artist in residence</li> <li>▪ Other</li> </ul> <p>2.3.4 Collaborate with regional organizations and businesses to provide relevant and dynamic programming</p> <p>2.3.5 Consider how technology and the internet can be used to extend the programmatic reach of the Art Center</p>
↓	January 2011 ↓	<p><b>2.4 Hire appropriate staff to carry out <i>Program Plan</i> in visual arts, performing arts, and education programming</b></p> <p>2.4.1 Establish regular meeting schedule for artistic team and Executive Director</p>

ACCOUNTABILITY	COMPLETION DATE	OBJECTIVES
Executive Director	January 2010	<p><b>2.5 Identify and formalize the Art Center's responsibilities to the community, including:</b></p> <ul style="list-style-type: none"> <li>▪ Exhibit and office space for Celebration of the Arts</li> <li>▪ Space for the Emeryville Historical Society</li> <li>▪ An arts enrichment program that supplements offerings at the schools and other organizations</li> <li>▪ Demonstrations of the art process</li> <li>▪ Opportunities for artists-in-residence</li> </ul>
↓	↓	<p><b>2.6 Understand and meet the needs of target audiences</b></p> <p>2.6.1 Based on focus group research, prioritize potential audiences for the Art Center and develop programs that will be attractive to them</p> <ul style="list-style-type: none"> <li>▪ Emeryville residents</li> <li>▪ Emeryville workers (who reside elsewhere)</li> <li>▪ Bay Area arts patrons</li> <li>▪ Seniors</li> <li>▪ Teens</li> <li>▪ Culture buffs</li> <li>▪ Young professionals</li> <li>▪ Other</li> </ul>



ACCOUNTABILITY	COMPLETION DATE	OBJECTIVES
Executive Director ↓	January 2011 ↓	<p>2.6.2 Provide visitors with interpretive materials to enhance their experience at the Art Center</p> <ul style="list-style-type: none"> <li>▪ Welcome and orientation</li> <li>▪ Labels, gallery guides, docent tours</li> <li>▪ Artist/actor/director talks</li> <li>▪ Website</li> <li>▪ Facilitated talks and discussions with artists and experts in other fields</li> <li>▪ Publications</li> </ul>
	August 2010 ↓	<p><b>2.7 Establish an advisory group to provide feedback on programming, including but not limited to:</b></p> <ul style="list-style-type: none"> <li>▪ Program mix and diversity</li> <li>▪ Facility utilization</li> <li>▪ Upcoming season selections</li> <li>▪ Overall artistic mix across disciplines</li> </ul>
	December 2010 ↓	<p><b>2.8 Establish and implement evaluation protocols for all programs to understand impact on visitors</b></p>
↓	↓	<p><b>2.9 Based on comparable venues in the Bay Area, establish pricing to align with the market</b></p> <p>2.9.1 Consider feasibility of free admission to Art Center, aside from special exhibitions and performances</p> <p>2.9.2 Study possibility of offering subscriptions to the performance venue</p>

# GOAL 3

## Design and build the Art Center

### CONTEXT

The Art Center will be housed in the former United Stamping Company building in the heart of Emeryville at 4060 Hollis Street, adjacent to City Hall. The property, a 30,000 square foot one-story brick warehouse, was purchased by the Emeryville Redevelopment Agency in 2006. The City approved the facility to be redeveloped as an arts center with the hope that it will serve as a focal point for the arts in Emeryville and as a regional attraction.

After building renovation, the Art Center will house gallery space, theater space for performances and other education programs, and may also include a welcome/orientation space, offices, gift shop, café or other food service, and separate catering workspace. The spaces within the facility will be

flexible so they can be easily adapted to multiple uses. Namely, the performance space might include retractable seats to allow use as a venue for anything from performances to special events to meetings. Indoor space will be limited to the original building square footage, although future growth vertically and/or to the City owned parking lot to the east of the building might be possible during a Phase II effort.

GOAL 3: DESIGN AND BUILD THE ART CENTER		
ACCOUNTABILITY	COMPLETION DATE	OBJECTIVES
Redevelopment Agency ↓	May 2009 ↓	<b>3.1 Update assessment of existing building conditions</b>  3.1.1 Address any needs for seismic retrofit
Redevelopment Agency and Executive Director ↓	March 2010 ↓	<b>3.2 Select an architectural firm to design interior building space</b>  3.2.1 Secure Agency approval  3.2.2 Present design plans to Planning Commission  3.2.3 Acquire building permits from Planning Commission
↓	April 2010 ↓	<b>3.3 Prepare designs and new capital cost estimates based on space needs laid out in the <i>Strategic Plan</i> (See Goal 5)</b>  <ul style="list-style-type: none"> <li>▪ Entry/orientation space</li> <li>▪ Gathering space that can be used for events, performances, lectures, etc. This space might be combined with the entry space.</li> <li>▪ Galleries (approximately 8,000 – 10,000 square feet)</li> <li>▪ Flexible performance space for use as a theater (120-130 seats) and multi-purpose space for programming and events (4,000 – 5,000 square feet)</li> <li>▪ Small retail space for a gift shop</li> <li>▪ Café or coffee cart</li> <li>▪ Catering area to be used for events</li> <li>▪ Office and meeting spaces</li> <li>▪ Infrastructure to accommodate technology throughout the Art Center</li> </ul>

ACCOUNTABILITY	COMPLETION DATE	OBJECTIVES
Executive Director	December 2010	<b>3.4 Secure remaining capital funds (See Goal 5) and begin construction</b>
↓	October 2011	<b>3.5 Open the Art Center to coincide with 25<sup>th</sup> Anniversary of Celebration of the Arts</b>

# GOAL 4

## Build regional awareness about the Art Center

### CONTEXT

The Art Center will provide Emeryville and the Bay Area with a prominent venue for viewing and learning about the visual and performing arts. With an Emeryville identity and a regional appeal, the Art Center will be Emeryville's contribution to the arts in the Bay Area.

The planning and public input process used to develop the Art Center's concept and vision has sparked interest in the Art Center within a community that prides itself on creativity and innovation. The goal of public relations and marketing prior to opening the Art Center will be to leverage this enthusiasm while building awareness about the Art Center's mission and vision.

Developing a group of stakeholders, from donors to collaborating arts organizations and local businesses, will increase the "buzz" about the Art Center and encourage visitation and support once the Art Center opens.

The Art Center will need to inform the public about the unique activities and programs planned while distinguishing itself as an independent and distinct organization. Marketing efforts that seek to communicate the Art Center's aspirations to potential visitors will be critical to the success of the Art Center in fulfilling its role as a vital cultural resource in the Bay Area and to building demand for exhibitions and performances.

GOAL 4: BUILD REGIONAL AWARENESS ABOUT THE ART CENTER		
ACCOUNTABILITY	COMPLETION DATE	OBJECTIVES
Executive Director	March 2010	<b>4.1 Hire or contract marketing consultant or firm</b>
	April 2010 ↓ May 2010 ↓	<b>4.2 Develop a brand identity and positioning for the Art Center</b>  4.2.1 Undertake process to develop Art Center name and tag line  4.2.2 Hire a designer to create logo and image  4.2.3 Establish Art Center website  4.2.3.1 Capture emails through website and provide regular email updates about the progress of the project.  4.2.3.2 Link to City website and provide Art Center updates on City website
↓	June 2010 ↓	<b>4.3 Develop strategies to increase media coverage through the following:</b>  <ul style="list-style-type: none"> <li>▪ Printed Materials</li> <li>▪ Website and email</li> <li>▪ City and other community publications</li> </ul> 4.3.1 Utilize public relations and communications vehicles, such as: <ul style="list-style-type: none"> <li>▪ Press releases</li> <li>▪ Human interest stories in print and broadcast/electronic media</li> <li>▪ Hard hat tours</li> </ul>

ACCOUNTABILITY	COMPLETION DATE	OBJECTIVES
Executive Director ↓	June 2010 ↓	<p>4.3.2 Use a distinctive sign or project video images outside the Art Center to display images and messages reflected on website</p> <p>4.3.2.1 Work with Public Art Program to explore the possibility of using the sign as a space for artists' temporary artwork, media presentations, etc.</p>
	January 2010 ↓	<p><b>4.4 Develop strategies for Board and staff to act as Art Center ambassadors</b></p> <p>4.4.1 Establish talking points for communicating mission and messages</p> <p>4.4.2 Seek opportunities for Board and Executive Director to make public presentations, attend events, etc.</p>
	December 2010 ↓	<p><b>4.5 Produce initial Art Center programs to develop audience and reinforce brand prior to opening</b></p> <p>4.5.1 Work with existing organizations and groups to utilize existing facilities, programs, and audiences</p>
↓	January 2010 and Ongoing ↓	<p><b>4.6 Build relationships and develop stakeholders</b></p> <p>4.6.1 Build a social network by developing lists and a database of community members and interested parties</p> <p>4.6.2 Establish and build membership program (See Goal 5)</p>

ACCOUNTABILITY	COMPLETION DATE	OBJECTIVES
<p>Executive Director</p> <p>↓</p>	<p>April 2010 and Ongoing</p> <p>↓</p>	<p>4.6.3 Create and meet regularly with a committee of marketing professionals from Emeryville artistic and community organizations to:</p> <ul style="list-style-type: none"> <li>▪ Coordinate messages among arts organizations</li> <li>▪ Work cooperatively</li> <li>▪ Understand how the local network of arts organizations can serve the region</li> </ul>
<p>Marketing Consultant</p> <p>↓</p>	<p>May 2010</p> <p>↓</p>	<p><b>4.7 Write and implement a pre-opening, Marketing Plan</b></p> <p>4.7.1 Determine appropriate messages to relate to target audiences</p> <p>4.7.2 Identify the type of press desired for the Art Center and how it will be secured</p> <p>4.7.3 Develop printed materials</p> <p>4.7.4 Coordinate marketing and public relations campaigns with development efforts and fundraising case for support (see Goal 5)</p>
<p>Executive Director</p> <p>↓</p>	<p>October 2011</p> <p>↓</p> <p>January 2011</p>	<p><b>4.8 Celebrate opening with year of activities and events</b></p> <ul style="list-style-type: none"> <li>▪ Private receptions for donors</li> <li>▪ Hard hat tours</li> <li>▪ Member previews</li> <li>▪ Media previews</li> <li>▪ Public opening</li> </ul> <p>4.8.1 Coordinate with City and other organizations in Emeryville to inspire six-month ramp-up to the opening</p>



# GOAL 5

## Raise the capital and develop a sustainable business model

### CONTEXT

An early cost estimate for realizing the Art Center's vision is approximately \$14 million. These estimates are inclusive of all renovation, construction, and furnishing expenses (\$11.5 million), an operating reserve (\$1.3 million) to cover any funding shortfall in the first three years of operating, and ramp-up costs (\$1.2 million), such as marketing, fundraising, salaries, and building occupancy. Preliminary feedback about potential support for the Art Center will be known in June 2009.









The Redevelopment Agency has led the Art Center's planning efforts thus far. The City has appropriated over \$3 million and Pixar has pledged \$2 million for the Art Center project. Approximately \$8.5 million remains to be raised according to current project cost estimates.

A private 501(c)(3) non-profit entity will be formed to operate the Art Center and lead fundraising efforts, so that all future donations will be tax-deductible.

A detailed operating budget for the first three years of Art Center operations, and associated ramp up costs, is presented in a separate *Business Plan*. There is a desire to create a high caliber arts organization; therefore the Art Center's business model will require an efficient facility and the identification of income streams sufficient to support the mission. Before the Art Center opens, operating funds equivalent to half of the operating budget for three years will be raised to assure an appropriate safety net while building a donor base and audience. In the long-term, the Art Center will seek to establish an endowment that will provide a reliable, ongoing source of funding to complement contributed, earned, and government revenues.

GOAL 5: RAISE THE CAPITAL AND DEVELOP A SUSTAINABLE BUSINESS MODEL		
ACCOUNTABILITY	COMPLETION DATE	OBJECTIVES
Redevelopment Agency	April 2009 ↓	<b><u>FUNDRAISING TO BUILD THE ART CENTER</u></b>  <b>5.1 Conduct focus groups to evaluate the Art Center's vision and visitor experience; refine planning as appropriate. Potential focus groups include:</b> <ul style="list-style-type: none"> <li>▪ Artists</li> <li>▪ Local business owners</li> <li>▪ General public</li> <li>▪ Young professionals</li> </ul>
	June 2009 ↓	<b>5.2 Conduct <i>Fundraising Feasibility Study</i></b>  5.2.1 Determine viability and climate for fundraising  5.2.2 Identify prospective donors  5.2.3 Determine fundraising goal for building and equipping the Art Center, as well as establishing an operating reserve fund  5.2.4 Develop preliminary giving levels, benefits, and naming opportunities
	June 2009	<b>5.3 Authorize approximately \$836,000 in ramp up expenses as per <i>Business Plan</i>, including three-year contract with an Executive Director</b>
↓	July 2009	<b>5.4 Develop fundraising case statement</b>

ACCOUNTABILITY	COMPLETION DATE	OBJECTIVES
Redevelopment Agency	July 2009	<b>5.5 Contract a fundraising consultant</b>
Fundraising Consultant ↓	↓	<b>5.6 Begin capital campaign</b>  5.6.1 Determine phases of fundraising (silent and public phases)  5.6.2 Finalize giving levels, benefits, and naming opportunities  5.6.3 Identify, cultivate, and solicit donors  5.6.4 Identify and recruit fundraising leadership/Board members  5.6.4.1 Train leaders in messaging, donor cultivation, and solicitation, as appropriate
Executive Director	September 2010	<u><b>PRE-OPENING RAMP-UP</b></u>  <b>5.7 Hire Director of Development to establish annual giving</b>
↓	December 2010 ↓	<b>5.8 Complete fundraising (See Goal 3)</b>  5.8.1 Set a long-term endowment goal in line with the <i>Business Plan</i>  5.8.2 Engage prospective and current donors with hard hat tours, events, and other special benefits throughout design and building process  5.8.3 Establish Board fundraising goal

ACCOUNTABILITY	COMPLETION DATE	OBJECTIVES
Director of Development 	December 2010 	<b>5.9 Establish a long-term Development Plan</b>  5.9.1 Based on <i>Business Plan</i> , determine annual percentage of operating budget to be funded by contributed sources, including: <ul style="list-style-type: none"> <li>▪ Annual giving/Membership</li> <li>▪ Major gifts</li> <li>▪ Corporations</li> <li>▪ Foundations</li> <li>▪ Planned giving</li> <li>▪ Special events</li> </ul>
Redevelopment Agency 	December 2009 	<b><u>BUSINESS MODEL</u></b>  <b>5.10 Research possibility of establishing a discrete source of funding, such as an the hotel tax, parcel tax, community promotions grants, etc., to benefit the Art Center and other arts organizations</b>
Executive Director 	Ongoing 	<b>5.11 Refine the <i>Business Plan</i> on an ongoing bases as sources of revenue and expenses are identified</b>
		<b>5.12 Implement, monitor, and modify the <i>Business Plan</i> once the Art Center opens</b>

# APPENDICES

# Appendix A: Strategic Plan Steering Committee

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**Bob Canter**, President and CEO, Emeryville Chamber of Commerce

**Lois Brown**, Former Executive Director, Pacific Center for the  
Photographic Arts

**Ken Bukowski**, Vice Mayor, City of Emeryville

**John Flores**, Former City Manager, City of Emeryville

**Andrew Getz**, Local Businessperson

**Jean Goldman**, Marketing Consultant; Board Member, Emeryville  
Celebration of the Arts, Inc.

**John Gooding**, Emery Ed Fund

**Cie Goulet**, Artist and Member, Emeryville Public Art Committee

**Kris Owens**, Former Member, Emeryville Planning Commission

**Geoff Sears**, Vice President, Wareham Development

**Sharon Wilchar**, Community Liaison, 45<sup>th</sup> Street Artists' Cooperative,  
Inc.; Project Coordinator, Emeryville Celebration of the Arts, Inc.

## Appendix B: List of Participants

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### Emeryville Redevelopment Agency

**Dick Kassis**, Chairperson

**Ken Bukowski**, Vice-Chairperson

**Ruth Atkin**, Agency Member

**Nora Davis**, Agency Member

**John Fricke**, Agency Member

### City of Emeryville Staff

**Helen Bean**, Director, Economic Development and Housing  
Department

**Michael G. Biddle**, City Attorney

**Charles Bryant**, Director, Planning Commission

**Melinda Chinn**, Director, Community Services

**Amy Hiestand**, Projects Coordinator, Economic Development and  
Housing Department

**Patrick O’Keeffe**, City Manager

**Lisa Sullivan**, Public Art Coordinator, Economic Development and  
Housing Department

### Community Members

**Laura Anderson**, Facility Management, Novartis; Member, Emeryville  
Public Art Committee

**Roger Bash**, Owner, Bashland Builders; Member, Emeryville Park  
Avenue District Committee

**Donna Briskin**, Member, Emeryville Public Art Committee

**Lois Brown**, Former Executive Director, Pacific Center for the  
Photographic Arts

**Bob Canter**, President and CEO, Emeryville Chamber of Commerce

**Dan Carlevaro**, Former Owner, United Stamping Company Building;  
Board Member, Emeryville Celebration of the Arts, Inc.

**Tom Carlisle**, Facilities Manager, Pixar Animation Studios

**Brynnda Collins**, Emeryville Resident

**Nives Wetzel de Cediél**, Arts Integration Specialist, Emery Unified  
School District

**Chris Coan**, Dean of Students, Ex'pression College for Digital Arts

**Jason Crouch**, Owner, All Emeryville Properties; Chair, Emeryville Chamber of Commerce

**Kathy Crow**, Retired Art Instructor, Emery Secondary School

**Rene de Guzman**, Senior Curator of Art, Oakland Museum of California

**Deana Dearborn**, Former Member, Emeryville Park Avenue District Committee

**Gail Donaldson**, Chairperson, Emeryville Planning Commission

**John Flores**, Former City Manager, City of Emeryville

**Lori Fogarty**, Executive Director, Oakland Museum of California

**Gene Fredericks**, Emeryville Resident

**Steven Friedland**, Project Manager, Oliver & Company

**Andrew Getz**, Local Businessperson

**Jean Goldman**, Marketing Consultant; Board Member, Emeryville Celebration of the Arts, Inc.

**John Gooding**, Emery Ed Fund

**Cie Goulet**, Artist and Member, Emeryville Public Art Committee

**Kim Harrington**, Emeryville Resident; Kim Harrington Photography

**Don Hausler**, President, Emeryville Historical Society

**Archana Horsting**, Executive Director and Co-Founder, Kala Art Institute

**Nancy Karp**, Artistic Director/Choreographer, Nancy Karp + Dancers

**Elnora Lee**, Former Executive Director, Pacific Center for Photographic Arts

**Donn Logan**, Principal, Marcy Wong & Donn Logan Architects

**Ann Mains**, Member, Emeryville Park Avenue District Committee

**Jim Martin**, Member, Emeryville Planning Commission

**Dan McNevin**, Partner, TMG Partners

**Joseph Mudd**, Director of Facilities, Novartis; Board Member, Emeryville Chamber of Commerce

**Randy Nelson**, Facilities Director, Pixar Animation Studios

**Michael O'Rand**, MOR (Better) Entertainment, Inc.; Theatrical Consultant; Emeryville Resident

**Kris Owens**, Former Member, Emeryville Planning Commission



**Nancy Price**, Marketing Consultant; Former Director, Marketing and Communications, San Francisco Museum of Modern Art

**Albert Repola**, Owner, Ruby's Café; Board Member, Emeryville Celebration of the Arts, Inc.

**Virginia Rigney**, Chair, Board of Directors, Richmond Art Center

**Geoff Sears**, Vice President, Wareham Development

**Wendy Silvani**, Director, Emeryville Transportation Management Association

**Joshua Simon**, Board President, Emery Unified School District

**Vickie Jo Sowell**, Artist and Emeryville Resident

**Wanda Stewart**, Public Information Officer, Emery Unified School District

**Rick Tejada-Flores**, Emeryville Resident; Filmmaker

**Ann Weber**, Artist and Emeryville Resident

**Steve Wesley**, Former Superintendent, Emery Unified School District

**Sharon Wilchar**, Community Liaison, 45<sup>th</sup> Street Artists' Cooperative, Inc.; Project Coordinator, Emeryville Celebration of the Arts, Inc.

**Diane Rush Woods**, Assistant Professor of Social Work, Cal State East Bay

**Lori Zook**, Development Manager, Quinn Associates; Acting-Chair, City of Oakland Cultural Affairs Commission