

1 March, 2007

Business Development Plan for UlsterArts

V.3

Executive Summary

Ulster County Arts Council and HCC-Arts are exploring the possibilities of merging together to form a new entity which can fulfill some of the longstanding needs of the Arts and Culture Industry (a+c) in Ulster County (see Appendix for listing of groups comprising the a+c industry). UlsterArts, the proposed name of the new entity, will combine an organization with proven advocacy and administrative skills (UCAC) with an organization that has demonstrated programming, marketing and entrepreneurial skills (HCC-Arts). Merging these human and organizational resources into UlsterArts makes it possible to deliver some critical support services to Ulster County arts organizations that neither entity alone could ever provide. Perhaps most importantly, no single organization in Ulster County has ever fully provided these services, and the growth of the County's a+c has been limited by their absence. The time has come to correct this deficit of necessary support services for Ulster's a+c.

UlsterArts' defines its role as helping Ulster County's presenting and performing arts organizations achieve objectives that they have not had the time, staff or access to fulfill for themselves: advocating for arts funding with the legislature, showcasing a+c on a county-wide basis and creating entrepreneurial businesses and employment opportunities in the arts.

UlsterArts is being created to bring new solutions to old problems that arts councils throughout the nation have not been able to solve. UA intends to be an innovative, self-sustaining entrepreneurial model for the next generation of arts councils. It will function as a kind of entrepreneurial trade association or chamber of commerce for the arts, and it will be non-competitive with existing presenting and producing organizations.

UA will operate from two locations, Kingston and Highland, in order to better serve diverse audiences in the northern and southern portions of Ulster County. The Kingston location also provides strategic access to elected officials and decision makers. The Highland location will be location of the three entrepreneurial ventures within our Creative Services Center. Highland has the additional advantage of providing strategic access to arts communities and business opportunities in both Ulster and Dutchess County.

UA will have a full-time executive director for total operations and directors for its marketing and entrepreneurship operations. UA's board of directors will have oversight on all areas of operation and will be actively involved in their development.

The three year business plan that follows was developed organically in response to the results of a county-wide Needs Assessment Survey, three public information sessions and 20 interviews with a+c professionals, all conducted in November-December 2006. (See Appendix for more details)

Three Year Business Development Plan

Strategy Pyramids

The mission of UlsterArts is to establish a strong organization for serving the a+c industry and increasing its perceived value in Ulster County. UlsterArts will be built on three platforms:

Advocacy, Marketing and Entrepreneurship. UlsterArts' strategic imperatives are:

- Secure increased funding and resources for a+c
- Promote Ulster's a+c industry with powerful branding
- Use creativity and entrepreneurship to build a self-funding organization

Platform One: ADVOCACY

Arts organizations always need funding. Advocacy's primary purpose is to secure more funding for Ulster's a+c. The Survey results clearly recognized the importance of UlsterArts' making the case for strong support of a+c to legislators, business leaders and donors. UA's Kingston location will be the locus of all advocacy activities in securing funding from the legislature and NYSCA. For UlsterArts, Advocacy includes providing access to basic human services, such as group health insurance, that many individual arts organizations cannot provide for themselves.

The ultimate goal of Advocacy is to create an Ulster County Fund for the Arts. The Fund would provide grants and micro-loans to arts organizations and through them, to artists in all disciplines. Dutchess County Arts Council has developed such a Fund, and it works very well both to provide sustained support for arts organizations and to raise a+c's community profile. The Fund provides an easy access point for donors and art lovers.

In the first three years of this Plan, the goal is to lay the foundations for the Fund for the Arts. by building credibility and trust with the legislature and potential funders. Once established, the Fund will build a higher profile for the arts and create a stronger a+c platform. Through Advocacy, a+c members will gain a greater sense of shared identity and purpose. As UA's plan succeeds it will attain increased social recognition, access and influence.

Both UCAC and HCC-Arts have well-established working relationships with legislators, arts funders and business leaders. They have extensive experience in making a persuasive case for a+c. The team also has deep experience writing successful grants proposals and cultivating donors. With a demonstrated record of service delivery, UlsterArt's stronger organizational platform will give them greater opportunity to secure higher levels of funding and support.

Platform Two: MARKETING

In the Needs Assessment Survey, county-wide marketing was frequently cited as a priority. The goal of UA's Marketing program is to showcase the products and services of Ulster County's a+c on a county-wide basis.

Marketing begins with building a powerful brand for a+c. Effective branding will help arts organizations to become more stable as they build traffic, increase revenues and attract funding. To date, a+c has been branded as part of an overall package of 'culture' by the UC's Tourism Department and UCDC. UC's a+c needs its own distinctive brand.

Marketing for Ulster Arts also includes facilitating internal communications between artists, arts organizations and arts businesses. This dedicated network will stimulate more frequent resource

sharing and partnerships among arts organization, and perhaps lead to some elimination of duplicative services. It will also facilitate better awareness of a+c jobs and provide more information about opportunities in the trade.

UlsterArts' primary Marketing vehicle will be an annual, multi-day ArtsFair designed to showcase the entire a+c industry. In creating this event, UA must necessarily produce a promotional brand; this will be the foundation for an Ulster County a+c brand going forward. In developing the programming for this event, UA will involve artists, arts organizations, art lovers and arts funders; this will create the basis for an on-going a+c network. In bringing the entire a+c industry together in one place for this event, the arts in Ulster County will gain greater visibility and prominence than it has had in the past; this will be the platform for making a+c more integral to UC life. Both HCC-Arts and UCAC have many years experience in producing successful events in Ulster County and the Mid-Hudson region.

Marketing's success helps Advocacy to be more effective because it increases the number of people participating in the arts; politicians rightly make public funding decisions based on how many people are served. Marketing's success will also advance UA's Entrepreneurial Initiatives because business people will gain a better understanding of how creativity can contribute to their bottomline. ArtsFair will be configured as a profit center; it will also provide employment for event staff and fees for Ulster County performers and presenters.

Platform Three: ENTREPRENEURIAL INITIATIVES

The Survey showed that artists in this era of uncertain government support for the arts want to become better business people. Building on this expressed need, UlsterArts will create and operate profit-making entrepreneurial a+c businesses under a Creative Services Profit Center umbrella. The goal is to demonstrate that UA can produce profitable, creative products and services and provide employment for local artists and writers.

UlsterArts intends to use its Highland location as a dedicated site for the Creative Services project. The goal of Creative Services is to launch and manage three inter-related entrepreneurial projects from the same hardware and talent platform: UlsterArts Magazine, UlsterArts web site and UlsterArts Marketing Group.

By the third year of this Plan, UlsterArts intends to generate a significant percentage of its operating funds from the Creative Services Profit Center. This model is intended to encourage and support a+c members in pursuing profitable business activities; it will also provide both exposure and money making opportunities for creative talent. These profit centers will attract new interest – and investment-- from the business world and a+c itself.

UlsterArts has the experience to build a profitable Creative Services portfolio. An HCC-Arts board member has many years of experience nurturing start-up businesses through his professional work with the Small Business Administration. Other board members have deep experience as magazine editors, graphic designers and web masters. Other skill sets will be sought in recruiting new board members. For more than a decade, HCC-Arts has published a newsletter and website; it understands how to manage communications projects and how to secure advertising.

A successful UA magazine and web site greatly increases the strength of the Marketing platform

by reinforcing the presence and importance of the arts. These media also provide a bully pulpit for Advocacy's message. Entrepreneurship increases the efficacy of Advocacy because it demonstrates that non-profits are willing to take business initiatives. This is the kind of creative enterprise that will gain respect from both business and government.

Three Year Work Plan

Goals

- Establish foundations for an Ulster County Fund for the Arts
- Produce a county-wide showcase for Ulster County's a+c industry
- Launch UlsterArts magazine and related entrepreneurial projects

1. Advocacy

UCAC and HCC-Arts have already established the strong working relationships with elected officials needed for effective advocacy. In order to significantly increase funding from the legislature, NYSCA and others, UlsterArts must make a broader and more cost/benefits-based case for a+c support.

A concerted Advocacy campaign should commence within the first six months after UA's formation and continue until an Arts Fund has been established. Key Ulster County players from diverse stakeholder groups must be involved in formulating the case. Some of these people will become board members; some will participate on ad-hoc committees; some will be willing to share their contacts. Good management and coordination of a very broadly inclusive process is needed.

The case must be presented to audiences representing government, business, media and the a+c industry itself. The case must be made in person, in print, on the web and on electronic media. Excellent public presentation skills are essential to delivering the message effectively.

Advocacy's director is the primary spokesperson. One or more board members should be recruited who have the ability (and the time) to make effective public presentations. The case should be made early and often during a 30-90 day launch period in order to create a foundation for establishing an Arts Fund in Ulster County.

The Ulster County Legislature is the primary target for this campaign because it is the most likely source of start-up funding for the Arts Fund. NYSCA is UA's second most important funder and must be a high priority part of this Advocacy campaign. We anticipate that it will take three years to develop the requisite amount of trust and credibility with our funding partners to launch the Fund. A short-term objective of Advocacy is to secure operating funds during the initial three year period.

Delivering needed services to its membership is also part of the three year Advocacy campaign. The low-cost health insurance program now run by UCAC is a good example of a high-benefit, low-cost deliverable; professional development services is another. Further needs will emerge as the program develops.

Objectives

- Make an effective case for the a+c industry to government and business leaders
 - Identify the current and potential stakeholders in the a+c industry
 - Quantify the economic impacts of the arts and culture industry
 - Publish white paper on positive impacts of UC's a+c
 - Articulate the a+c case in printed media, speeches, video and PowerPoints
 - Designate a principal spokesperson to deliver these messages
 - Create a Cultural Master Plan for UC
- Position UlsterArts as Ulster County's arts funding agency
 - Articulate the case for establishing a UC Fund for the Arts
 - Articulate benefits of Fund for the Arts
 - Organize support from UC arts organizations
 - Recruit UA board members with strategic connections
 - Identify and cultivate NGO angels
 - Develop Fund for the Arts plan with legislature and angels
 - Secure an annual funding commitment from Ulster County government
 - Publish plan to create Fund for the Arts
 - Initiate campaign to fund Fund for the Arts
- Cultivate stakeholders
 - Identify key players in legislature, NYSCA, etc
 - Recruit UA board members with connections
 - Develop venues for building strong, on-going relationships
- Position UA to receive NYSCA funding
 - Organize UA in concert with NYSCA's funding criteria
 - State intentions to NYSCA
 - Articulate plan to receive NYSCA funding
 - Establish regular business communications with NYSCA
 - Discuss and review Fund for the Arts plan
 - Mobilize support for NYSCA funding
 - UC arts organizations
 - UC legislators
 - Business leaders
 - Administer NYSCA's grants program for Ulster County
- Structure organization to provide needed member services
 - Convene arts organizations for inventory and roundtable
 - Health insurance

2. Marketing

UlsterArts' primary Marketing vehicle will be an annual, multi-day ArtsFair designed to showcase the entire a+c industry. Over the next three years, we intend to build ArtsFair into a major cultural and tourist event. The ArtsFair has two purposes: 1) provide county-wide networking for a+c together and 2) marketing a+c to cultural consumers. The event will be held annually, like Dutchess County's fall Hudson River Arts Festival. It will be built around a wide range of top

quality programming and entertainment for artists and non-artists. There will also be a professional development a+c conference at the heart of the event featuring workshops and forums with nationally renowned presenters. The ArtsFair will provide myriad learning opportunities for the arts community in the region, both professionals and enthusiasts. Given the complexity of mounting a quality event of this scope, it will take 12 months to orchestrate it.

Developing this event will stimulate the creation of many marketing and communications vehicles, such as a county-wide web site and events calendar, which were strongly indicated in the Survey. The venues will have wide-spread everyday usage beyond the ArtsFair.

ArtsFair will provide high visibility to exhibitors from within the a+c industry, and excellent exposure for corporate sponsors. Substantial revenues will be generated from ticket sales, exhibitors' fee, sponsorships, concessions, advertising and the like. The event will conclude with a gala awards dinner.

ArtsFair will potentially attract a large audience of people who like a particular art and thus serve to cross-pollinate the arts. The ArtsFair will provide a very visible platform for increasing positive recognition of the a+c industry. While the event will initially be heavily focused on Ulster County artists and art venues, over time as the event grows, we will welcome participation from a+c in Dutchess and Orange counties and will seek to develop a cooperative partnership with their respective arts councils.

UA has the experience to make this a truly top shelf event. In 2005, UCAC produced an Art Expo which attracted hundreds of people and dozens of vendors. Over each of the last 10 years, HCC-Arts has produced a well-attended summer music festival series in multiple locations in Ulster, Dutchess and Orange counties, and has experience managing large numbers of volunteers.

ArtsFair will be developed in Year One but not produced until 2008. In 2007, the ArtsFair group will produce a benefit concert for supporting UlsterArts' launch. The concert will be high-visibility venue for people to get involved in UA and create a foundation for ArtsFair at the same time; it will also generate revenues.

Objectives

- Produce annual UC ArtsFair
 - Articulate a plan for a county-wide showcase for the arts in Ulster County
 - Produce an annual Arts Awards dinner as part of this event
 - Develop theme around inclusivity, creativity and innovation
 - Conduct market research
 - Identify target audiences
 - Inventory member organization's needs and priorities
 - Short list sponsors and partners
 - Select venue(s) with arts relevance
 - 3,000 attendees over three days
 - Room for vendor booths
 - Room for 500 people at Award Dinner
 - Performing and presenting space

Form committees from local arts organizations

Event

Theme

Launch Cultural Master Plan

Programming

Seminars, workshops, lectures

a+c professionals

General public

Mix of local and national talent

Entertainment

Performing and Presenting arts

Sales

Tickets

Vendors

Sponsorship

Gala dinner

Art Award

Keynote speaker

Journal

Sponsors

- Build a strong brand for Ulster's a+c industry
 - Develop logo, slogan
- Develop communications networks (see Entrepreneurial Initiatives for more)
 - Create website
 - ArtsFair event
 - Comprehensive listings of UC a+c venues and events
 - Bulletin boards and chat rooms
 - Job/skills postings and referral network
 - Create printed materials
 - UA ID brochure
 - UA Flyers and posters
 - UlsterArts magazine
 - Create Ulster County a+c industry directory
 - Free listings by skill (graphic design, music, performance, etc)
 - Paid advertising section
 - Publish in print and on web
- Develop professional services and mentoring programs
 - Create on-going professional service and mentoring programs

3. Entrepreneurial initiatives

UlsterArts intends to use its Highland location as a dedicated site for UA's entrepreneurial business ventures which we call our Creative Services project. The goal of Creative Services is to launch and manage three inter-related entrepreneurial projects from the same hardware and talent platform: UlsterArts Magazine, UlsterArts web site and UlsterArts Marketing Group.

The Highland location will be configured with all the software and hardware tools needed for designing, producing and distributing high quality communications products for print, web and other media. The market for these services is both non-profit a+c and for-profit businesses. A team of creative and production talent will obviously be needed to create the work, as will people to manage advertising, billing and other administrative functions. Freelance artists, writers and other workers will be hired on a project basis as will commissioned advertising sales people.

UA Creative Services has great potential for profitability because there are so many artists and art venues in Ulster County which lack access of promotional vehicles to reach broader audiences. While publications like Chronogram, for example, do a good job of covering the arts and giving exposure to artists and venues, their market focus is broader than that and they are for-profit businesses which charges high fees for advertising space. Because UA is a non-profit, it can provide the same services at lower cost. Because it is dedicated solely to the arts, it can also provide deeper and more insightful coverage.

UlsterArts Magazine will be Creative Services' foundation project. It will be a quarterly print publication with county-wide a+c news, features and information. UAM will be Ulster's first county-wide a+c magazine owned and operated by a non-profit organization. The combined projected circulation will be 20,000, including both subscription and bulk distribution in Ulster, Dutchess and Orange counties. Circulation at this level will enable UAM to qualify for national brands advertising. UAM will include both display and classified advertising relevant to the a+c industry.

UAM will be designed around a centerfold section of tinted pages reserved exclusively for arts organizations. This special section will be designed to provide smaller arts organizations and businesses with an affordable marketing venue to promote themselves to a wider audience. The cost of these organizational pages will be intentionally low for a+c members.

UAM will feature Ulster's first truly comprehensive listing of events and organizations, a need frequently cited in the Survey. The magazine will also include Ulster County's first comprehensive a+c industry directory, making it possible for employers and talent to find each other. These two sections will provide powerful marketing platforms for a+c that have not existed before. They will become popular promotional and advertising venues for members and non-members.

The essential components of UAM will be uploaded to UA's web site and reconfigured for this media. The same talent pool that produced UAM can be used to produce and maintain the web site. The web site will provide thousands of people with instant, up-to-date access to Ulster County's calendar of a+c activities and events. The power of this marketing tool will increase public involvement in a+c and create opportunities for sponsors and advertisers to reach new audiences. The web site, like UAM, will also provide arts organizations with low cost/high reach promotional pages. The site will include many interactive elements including discussion forums, teleconferencing and the like. Advertisers will be able to use the magazine and the web site to reach new audiences more effectively.

UlsterArts Marketing Group is UA's third leveraging of the talent and resources of the Creative Services portfolio. It will operate as a graphic design and marketing firm to serve the needs of

the arts community in both Ulster and Dutchess counties. Many smaller arts organizations cannot afford to design, produce and distribute top quality promotional materials. Some do not understand how to promote themselves effectively. UA's Marketing Group will provide badly needed marketing expertise to a+c at a very competitive cost. Like the magazine and the website, UAMA will generate revenues while providing employment opportunities to UC's writers and artists. UA's Marketing Group will be developed in earnest after UAM and the website are up and running as revenue producing operations.

Objectives

- Publish four annual editions of a new a+c publication, UlsterArts Magazine
 - Constitute publications committee
 - Create brand and logo
 - Hire staff
 - Develop editorial policies
 - Design format and departments
 - Establish advertising rates
 - Create sales kit
 - Configure distribution network
 - Develop sales plan for UAM
 - Develop marketing plan
- Create web site
 - Upload UAM
 - Hire staff
 - Develop editorial policies
 - Design format and departments
 - Establish advertising rates
 - Create sales kit
- Create UA Marketing Group
 - Hire staff
 - Develop business plan
 - Create sales kit
- Provide employment opportunities for Ulster County artists
 - Establish employment application process
 - Job listings
 - Training
- Educate a+c industry about entrepreneurial initiatives
 - Seminars and workshops
 - Mentoring
 - Publications
 - Web postings

Financial Projections

REVENUES YEAR ONE

ADVOCACY	ARTSFAIR	UA CREATIVE SERVICES
Dyson Foundation \$250,000	Sponsorships \$5,000	Magazine advertising 10,000
NYSCA 15,000	Booths 2,500	a+c directory fees 3,000
Ulster County 0	Program advertising 1,500	Website advertising 3,000
Other grants 10,000	Grants 1,500	Marketing Group 25,000
Membership 17,500	Benefit concert 10,000	
Corporate giving 20,000		TOTAL CS \$41,000
Angels 20,000	TOTAL ARTSFAIR \$20,500	
TOTAL ADVOCACY \$332,500		GRAND TOTAL REVENUES \$393,500

NOTES, ASSUMPTIONS and RECOMMENDATIONS Revenues Year One

We hope that the Dyson Foundation will provide a period of three years of progressively declining start-up funding to enable UA to become entirely self-supporting by 2010.

NYSCA funding projection for 2007 combines funding received by each of the partner organizations in 2006. HCC-Arts proven grants writing experience will be valuable in securing new grants funding.

Angel gifts are defined as donations over \$5,000. In selecting members for the board of directors and advisory board, it would be prudent to choose people who have the means to contribute at this level. Soliciting gifts at this level is the responsibility of the executive director.

We plan to have 500 \$35 members by the end of Year One. UCAC currently has 600 members; HCC-Arts 400. Current members of both organizations will be given a special rate to convert to UA membership.

a+c people are excited about the formation of UA. A benefit concert would engage this energy and to allow it to produce start-up revenues and goodwill. Revenue expectations are based on filling half of UPAC at an average ticket price of \$25. We anticipate performers donating their services and UPAC donating the space.

We assume it will take UA Magazine 4-6 months to develop its format, visual and editorial style, create articles and, of course, sell advertising. In Year One we anticipate publishing only two editions of the magazine with a print run of 20,000 each; in subsequent years, we plan to publish on a quarterly basis. 20,000 circulation is the threshold at which major advertisers will participate. UA Magazine will also be published to a UA website which will be developed at the same time; advertisers can select to participate in one or both venues. We have identified a printer who will produce UA magazine for \$1 per copy; mailing the magazine will cost .30 cents per copy in bulk.

UA Creative Services intends to purchase high quality printing and graphic design equipment to produce the magazine. This equipment will also give UA in-house capability to produce most of its own materials and to become a profit center by undertaking work projects from the a+c industry and other businesses.

In Year One, our focus is on building a quality event, not on actually staging it; We anticipate receiving 25% of ArtsFair's 2008 income in 2007 and incurring 25% of the expense. Financial projections for ArtsFair (and UA Magazine) are based on the market potentials of an a+c industry which feels strongly that it is underrepresented, and that it lacks affordable marketing and promotional options. See Appendix for more in-depth analysis of this market.

UA Creative Services' Production revenues are fees for work done for outside clients including non-profits and for profits. The scope of work includes brochures, magazines, presentation materials and the like. The volume of work depends on staff available time after the primary responsibility of UA Magazine is discharged. If the volume of work exceeds staff capacity, freelance artists and writers will be hired.

EXPENSES YEAR ONE

ADVOCACY	ARTSFAIR	UA CREATIVE SERVICES
<p>operations FT executive director \$50,000 w/b FT office manager 30,000 w/b Rent 15,000 Presentation materials 1,000 Supplies 2,500</p> <p>program Networking events 2,500</p> <p>start up costs Website 7,500 Equipment 5,000</p>	<p>operations PT ArtsFair coordinator \$32,000 w/o/b PT ArtsFair assistant 16,000 w/o/b Rent 0 (Highland) Supplies 2,500</p> <p>program Venue 1,000 Keynoters 1,000 Promotion 1,500 Marketing 1,000</p> <p>start up costs Website 7,500 Equipment 5,000</p>	<p>operations PT magazine editor \$30,000 w/o/b PT sales person 25,000 w/o/b PT business manager 25,000 w/o/b Rent 0 (Highland) Presentation materials 1,000 Supplies 2,500</p> <p>program Magazine production + distribution 50,000 Promotion 2,500</p>
<p>TOTAL ADVOCACY \$115,500</p>	<p>TOTAL ARTSFAIR \$76,500</p>	<p>TOTAL CS \$193,500</p>
		<p>Total Year One UA Expense: \$385,500</p>

NOTES, ASSUMPTIONS and RECOMMENDATIONS Expenses Year One

All salaries are at the low-end of the spectrum for comparable positions in the Hudson Valley. It is assumed that Advocacy's office manager will function as bookkeeper for all three aspects of operations.

UA will have two offices in order to better serve north and south Ulster County. Advocacy will require 600-800 sf in Kingston, the County seat, for Director and assistant, conferencing and storage. A ground level, store front location is ideal because it would give UA a neighborhood presence and encourage walk-in traffic. Space must have some privacy for director and handicap accessibility to comply with non-profit legalities. Rental costs range from \$7-9 sf in Uptown and Rondout areas; Mid-Town average \$5-7 sf. Most appropriate spaces are in the \$800 -1,200 per month range, figuring in utilities.

UA Creative Services' location will be the currently vacant, 1200 sf basement level of HCC-Arts in Highland. The space will need some minor renovation and cleaning to become usable as a publishing and design venue. Rental rates in Highland average \$1.50-3 per sf in the village. HCC-Arts' space would have a fair market value between \$1,000 and 2,000 per month. HCC-Arts will donate the space in Year One. In subsequent years, it will charge \$500 per month for rent and utilities. The rent will be split between the UA Creative Services and ArtsFair profit centers which will also operate from the Highland office.

Substantial Year One start-up costs are required to create a strong platform for future institutional development: computers, creative suite and office software, appropriate furniture and other professional necessities. Every effort will be made to use or adapt existing furnishings and equipment.

All promotional materials will be designed in-house by staff on salary. High quality printers owned by UA will print the work. Costs will be minimal.

The expense for ArtsFair's venue ranges from \$1,000 per day at venues such as Tech City and Holiday Inn to \$2,000 per day at SUNY Ulster to \$3,000 per day at UPAC. Expense based on the average fee for two days. At start-up, ArtsFair will need a large number of volunteers to produce the annual event in addition to paid staff.

ArtsFair needs a profile keynote speakers and entertainers to be successful. Expense item includes fee, transportation and lodging and is based on an average of the typical range.

Promotion expense is actual dollars spent for advertising. At least \$50,000 in advertising will be secured through trade with media sponsors Clear Channel, Chronogram, Ulster Publishing, etc.

REVENUES YEAR TWO

ADVOCACY	ARTSFAIR	UA CREATIVE SERVICES
Dyson Foundation \$150,000	Tickets \$15,000	Magazine advertising 35,000
NYSCA 25,000	Sponsorships \$20,000	a+c directory fees 6,000
Ulster County 25,000	Booths 10,000	Website advertising 6,000
Other grants 10,000	Program book 5,000	Marketing Group 35,000
Membership 21,000	Grants 5,000	
Corporate giving 25,000	Performances 10,000	TOTAL CS \$82,000
Angels 25,000	Gala 20,000	
TOTAL ADVOCACY \$281,000	TOTAL ARTSFAIR \$85,000	GRAND TOTAL YEAR TWO REVENUES: \$448,000

NOTES, ASSUMPTIONS and RECOMMENDATIONS Revenues Year Two

Dyson contribution reduced from \$250,000 to \$150,000 as part of a plan.

NYSCA funding will trend higher as UA becomes a player. Ulster County’s funding for the arts will come as a result of being a player in tourism and economic development. These projections are conservative if productive connections can be made.

Magazine revenues calculated based on a 40 page publication running 50% advertising. Most HV publications, such as Chronogram and the Kingston Freeman, run 60% or more advertising. See Appendix for more details. Star-up ad rates are 25% of Chronogram’s, although circulation is the same, because UAM is an unknown and untried venue for advertisers at this stage. Chronogram is used as a model because it is an arts-based publication.

Tickets for ArtsFair will be \$5 (kids free) for the first two years of operation in order to build audience. We expect 3,000 total visitors over the two-day event during this foundation-building period.

The Gala concluding the ArtsFair weekend is expected to attract 300 people. Tickets will be moderately priced in the \$35-50 range to ensure broad participation. The goal of this first year is to break even.

Revenues from ad revenues and production work are expected to increase modestly. We base our projection on the experience of Aljira Design, a profit center for a non-profit museum in New Jersey.

EXPENSES YEAR TWO

ADVOCACY	ARTSFAIR	UA CREATIVE SERVICES
<p>operations FT executive director \$53,000 w/b FT office manager \$32,000 w/b Rent \$15,000 Presentation materials \$1,000 Supplies \$2,500</p> <p>program Networking events \$2,500</p> <p>TOTAL ADVOCACY \$106,000</p>	<p>operations PT ArtsFair coordinator \$34,000 w/o/b PT ArtsFair assistant \$17,000 w/o/b Rent \$3,000 Supplies \$2,500</p> <p>program Venue \$4,000 Keynoters \$4,000 Promotion \$5,000 Marketing \$2,500 Program book 1,000 Additional staff 10,000 Performers 20,000 Gala 20,000</p> <p>TOTAL ARTSFAIR \$123,000</p>	<p>operations PT magazine editor 33,000 w/o/b PT sales person 27,000 w/o/b PT business manager 27,000 w/o/b Freelance creatives 10,000 Rent 3,000 (Highland) Presentation materials 1,000 Supplies 5,000</p> <p>program Magazine production + distribution 100,000 Promotion 2,500</p> <p>TOTAL CS \$208,500</p> <p style="text-align: right;">Total Year Two Expense: \$437,500</p>

NOTES, ASSUMPTIONS and RECOMMENDATIONS Expenses Year Two

All staff salaries will rise 5% (if revenues allow) in order to continue to bring them into parity.

Additional event day staff for ArtsFair will be needed to manage this complex event efficiently and to produce a high quality experience for those attending.

The budget for ArtsFair performers has been increased to secure greater drawing power and to provide more paid opportunities for local performers.

UA Creative Services' budget for toner and other supplies will necessarily increase as UA's printing equipment is used more frequently. More freelance workers will be needed as the volume of work increases.

UA Magazine will publish four 40 page issues in 2008, each of which will cost \$25,000 to print and distribute. We assume the page count holds steady although it may increase if more advertising space is sold.

REVENUES YEAR THREE

ADVOCACY	ARTSFAIR	UA CREATIVE SERVICES
Dyson Foundation \$50,000	Tickets \$20,000	Magazine advertising \$50,000
NYSCA 50,000	Sponsorships 25,000	a+c directory fees 6,000
Ulster County 50,000	Booths 15,000	Website advertising 8,000
Other grants 35,000	Program book 5,000	Marketing Group 50,000
Membership 24,500	Grants 10,000	TOTAL CS \$114,000
Corporate giving 35,000	Performers 15,000	GRAND TOTAL YEAR THREE REVENUES \$513,500
Angels 35,000	Gala 30,000	
TOTAL ADVOCACY \$279,500	TOTAL ARTSFAIR \$120,000	

NOTES, ASSUMPTIONS and RECOMMENDATIONS Revenues Year Three

The Dyson Foundation's contribution is reduced to \$50,000 according to plan.

Funding from NYSA is increased based on success, although still well below Orange County's \$81,000 funding level for 2007. Arts in Orange's success is a good model for UA because it is revitalizing an underpowered organization.

Ulster County's funding increases as UA becomes a more trusted partner in stimulating Ulster County's economy.

Revenue from performers is a percentage of special concert fees within ArtsFair, split with performers.

Magazine advertising revenues continue to increase as the publication becomes established. Page count is likely to have increased around this time, driven by more advertising. Chronogram, now in its 12th year, typically publishes a 120 magazine each month.

EXPENSES YEAR THREE

ADVOCACY	ARTSFAIR	UA CREATIVE SERVICES
<p>operations FT executive director \$56,000 w/b FT office manager \$34,000 w/b Rent \$15,000 Presentation materials \$1,000 Supplies \$2,500</p> <p>program Networking events \$2,500</p> <p>TOTAL ADVOCACY \$108,500</p>	<p>operations PT ArtsFair coordinator \$35,000 w/o/b PT ArtsFair assistant \$19,000 w/o/b Rent \$3,000 Supplies \$2,500</p> <p>program Venue \$4,000 Keynoters \$5,000 Promotion \$10,000 Marketing \$10,500 Program book 1,000 Additional staff 15,000 Performers 30,000 Gala 40,000</p> <p>TOTAL ARTSFAIR \$175,000</p>	<p>operations PT magazine editor 35,000 w/o/b PT sales person 29,000 w/o/b PT business manager 29,000 w/o/b Freelance creatives 20,000 Rent 3,000 (Highland) Presentation materials 1,000 Supplies 7,500</p> <p>program Magazine production + distribution 100,000 Promotion 5,000</p> <p>TOTAL CS \$229,500</p> <div data-bbox="1117 1417 1502 1528" style="background-color: #00FFFF; padding: 5px; text-align: center;"> <p>Total Year Two Expense: \$513,000</p> </div>

NOTES, ASSUMPTIONS and RECOMMENDATIONS Expenses Year Three

Promotion is increased for ArtsFair and UA Magazine to broaden audience reach for both and facilitate growth. Additional performers are added to ArtsFair to increase the event’s wattage and to stimulate greater attendance at the Gala...and more fund raising

Appendices

a+c

UlsterArts plans to serve the following audiences comprising the a+c industry: *Museums and Collections (museums, historic, science halls and zoos); Performing Arts (music, studios, concert management, performing arts centers, theater and production); Visual Arts (painters, potters, sculptors, art dealers, services and supplies, retail stores, antiques); Film, Radio and TV (motion pictures production and theater, stations, producers, directors); Design and Publishing (architecture, commercial design, ad agencies, publishing).*

Consumer Market Analysis

A 2006 inventory conducted by *Americans for the Arts* identifies 718 arts-related businesses in Ulster, Orange and Dutchess counties which together provide employment for 1,917 people. More than half of the businesses are in performing arts and visual arts. Please note that these figures are based solely on businesses that have registered with Dun & Bradstreet and do not take into account the vast majority of independent artists and small art venues. We conservatively estimate that this inventory accounts for one-third of those working in the a+c industry; we assume there are 6,000 people working in a+c industry-related jobs in more than 2,000 different businesses.

A 1993 Port Authority study of economic activity generated by the a+c industry in the greater Hudson Valley, showed \$800 million annually associated with nonprofit arts groups, art galleries and auction houses, commercial theaters, film and television production and visitors specifically for cultural activities. We estimate that \$150 million of this total is generated by the a+c industry in Ulster, Orange and Dutchess counties, and approximately \$50 million in Ulster. There are no statistics available by county.

Given that publications already exist to both promote the arts and provide advertising media, our market niche is to provide similar services with higher quality and to provide more understanding of the arts from an artist's perspective. Further, we intend to provide low-cost advertising and promotional opportunities to individual artists and non-profits who are typically unable to afford media rates and are therefore under-marketed. We estimate our business potential to be a 2% share of the existing a+c market in Ulster County or \$1 million annually. Given the large number of cultural venues in the Mid-Hudson Valley and culture consumers' increasing comfort with cross-county visits, we estimate that our potential we will capture a .05% a+c market share in both Dutchess and Orange counties, or an additional \$500,000 annually. UA Creative Services is open to business from non-arts related businesses who seek to give their marketing and promotional materials a certain look and feel.

ArtsFair

The Hudson Valley is already host to several large arts-related festivals, including Clearwater's Revival (Croton) and the Bardavon's Hudson River Arts Festival (Poughkeepsie), and several smaller festivals like the Rosendale Street Fair. UA's ArtsFair will include a broader sampling of the arts and entertainment than any other existing event. It will feature a variety of musical concerts as well as theatrical, musical and cinematic events. ArtsFair will have the further distinction of convening a professional conference for a+c industry over the same days. Workshops, presentations and roundtable discussions will provide attendees myriad

opportunities for professional growth and networking with other a+c members. Finally, the ArtsFair will conclude with a gala arts awards dinner.

We project potential attendance at 10,000 people over two days (comparable to Revival and the Hudson River Arts Festival), generating an estimated ticket income of \$200,000. We estimate that there will be five major sponsors (at \$5,000 -10,000) and 100 vendors (at \$100-500), including retailers of art, music, food, clothing; these areas will generate an additional \$50,000-100,000 in revenues. Revenues in the first three to five years will be only a small percentage of these totals as the foundations for a successful event have not yet been established.

Magazine Ads Rates

A full page black and white ad in Chronogram, which has a similar demographic, is \$1,500. Their circulation is 25,000 through bulk distribution; UA Magazine plans to distribute 20,000 through the mail or other means thus capturing an equivalent readership for advertisers. It has taken Chronogram for more than a decade to reach its current market position and earn its page rate. In the first two years of operation, our full page rate will be \$600 for for-profits; non-profit arts organizations will pay \$400 for a full page.

The Detailed Case for UlsterArts

Situational Analysis

It is the best of times of times and the worst of times for the Arts and Culture Industry (a+c) in Ulster County. According to David Donaldson, Chairman, Ulster County Legislature, the county is “a vibrant arts community with more artists per capita than any other New York county north of New York City.” Many new interesting new a+c organizations have sprung up throughout the county, serving local populations and niche interests. Even a casual perusal of a weekend events calendar in local publications provides myriad opportunities to experience the arts in diverse venues. a+c is clearly thriving in Ulster County.

Ulster County Tourism and the Ulster County Development Corporation readily acknowledge arts and culture as primary factors in bringing visitors, new businesses and new residents to Ulster County. Presidents of both Ulster and New Paltz Chambers of Commerce acknowledge that the arts and culture industry is one of the primary drivers of increased tourism. Both Chambers consider themselves promoters of arts and culture because it brings measurable business to bed and breakfasts, restaurants and recreational destinations.

Unfortunately, there is a significant disconnect between the popularity of Ulster County’s a+c industry and the support it receives from the government and business communities who benefit from it. Legislative funding in Ulster County for a+c reached an all-time low in 2007 and Ulster County Tourism had its budget cut in half. The UC a+c market has not developed to the point where it can provide reasonable income to support the arts and culture professionals who live here. Most arts and culture organizations tend to be small and have to struggle to survive. Funding is, was and will continue to be a constant concern for most a+c organizations. But imagine what a+c could do with more resources.

A significant first step towards this end would be to create a strong county-wide arts organization dedicated to representing a+c’s needs at the county-level to decision makers in government and business.

Market Analysis

Arts and culture are integral to the identity and character of many Ulster County towns and cities, including Woodstock, Kingston, Rondout, Marletown, Stone Ridge, Rosendale, Ellenville, New Paltz and Highland. Each of these locations has some kind of arts and cultural organization or association which provides networking and occasional employment and assistance to local artists. Several of these organizations play a significant role in the life of their local community. This group includes: Woodstock Artist Association, Unison Arts and Ellenville Arts Alliance. Most organizations in this group usually do their own advertising and marketing. Networking with other arts organizations is friendly and informal with no regular schedule or plan. UC a+c as a whole lacks an overall brand for the arts although the stronger local groups have branded themselves very well.

Ulster County also has a large number of small, independent, commercial galleries, such as Carrie Haddad Gallery, Elisa Pritzker Gallery and the Coffey Gallery, among many others. For the past several years, galleries in Kingston and Rondout have joined together on first Saturday's for town-wide openings, tours and other festivities. They have collaborated in branding and marketing this event, and done a good job. Otherwise, galleries typically do their own marketing. Networking among gallery owners is informal. There is no 'trade association' to provide assistance or to coordinate centralized communications.

A handful of prominent UC organizations have developed programs which include both local artists and those with international reputations. They include:

Art Society of Kingston
Women's Studio Workshop
Woodstock Film Festival
Ulster Performing Arts Center
Shadowland Theatre
Samuel Dorsky Museum of Art
Woodstock Playhouse
Byrdcliffe Theater
HCC-Arts
Maverick Concerts
Belleayre Music Festival
Huguenot Street

These organizations typically do a good job of marketing themselves and their programs. Networking and resource sharing is typically informal; there is no trade association framework.

Competitive Frame

Administration

As currently configured, the Ulster County Arts Council is the only organization operating with a broad, inclusive mission to support UC's arts and culture industry. UCAC is a coordinator and convener of county-wide arts events such as 2005's ArtsFair. It provides access to low-cost health insurance and other administrative services. In 2006, Ulster County Arts Council received \$12,900 from NYSCA in 2006; there was no funding from the UC legislature.

Dutchess County Arts Council currently distributes the decentralization grants for Ulster County and in this capacity has developed many relationships with members of the a+c industry here. DCAC has made offers of assistance to some arts organizations such as the Ellenville's Arts Alliance. DCAC's administrative portfolio includes managing an Arts Fund, distributing grants funding for NYSCA and Dutchess County, conducting Arts in Education program, publishing a newspaper and hosting arts management workshops and conferences. DCAC has excellent connections with the Dutchess County Legislature and NYSCA. In 2006 they received a total of \$104,000 from NYSCA and \$260,000 from the legislature.

Arts In Orange, Orange County's arts council, does not appear to be active as an organization in Ulster County. AIO is part of Orange County's Tourism Department. Its administrative portfolio includes distributing grants funding from m NYSCA and Orange County, conducting workshops and conferences and maintaining a listing of county-wide arts venues. They received \$79,000 from NYSCA in 2006.

Advocacy

The Ulster County Arts Council is the only a+c organization which advocates consistently and effectively for the industry as a whole with the legislature and in business venues. UCAC is already playing a significant role in Ulster County government despite that fact that it is still not funded by the legislature and it does not receive NYSCA funding. UCAC's counterparts in Dutchess and Orange counties both receive funding from their legislature and from NYSCA. Most successful Ulster County arts organizations have developed relationships with their legislators in order to seek funding for themselves. Although there are prominent leaders in the a+c industry, these individuals usually represent their organization's interests and not the interests of the a+c industry as a whole.

Calendar Listings

A number of UC arts organizations do a good job of promoting their programs throughout the county, including UPAC, Unison Arts and Maverick. ASK's calendar magazine, which includes sections on the arts scene in the towns adjacent to Kingston, is published and distributed in the Kingston Daily Freeman. This is the most comprehensive calendar type publication for that area of the county; ASK's listings do not include other areas of the county.

There are several commercial publications which actively promote arts and culture, and give a great deal of exposure to artists. Luminary Publications (Chronogram), Ulster Publishing (five weekly newspapers, including the Woodstock Times) and a variety of museum and gallery guides provide good listings of UC's a+c venues and events. Unfortunately, none of these individual efforts is truly comprehensive; people must use several sources in order to get the full picture.

Both Arts in Orange and the Dutchess County Arts Councils maintain good websites with fairly extensive calendar listings for their county. AIO publishes their calendar quarterly; DCAC publishes theirs' bi-monthly. Neither calendar includes more than a few a+c events in Ulster County but they are good models for the type of listings that a much needed Ulster County a+c calendar could include.

Employment

Although precise data is hard to come by, it's safe to say that a significant percentage of the members of the a+c industry in Ulster County are underemployed in their profession. It's also safe to say that there are limited opportunities for a+c people to find work in their field in Ulster County. Many artists commute to New York City or Albany. Most a+c people prefer to work in the a+c industry because they are most comfortable with fellow creatives who understand their needs and sensitivities. Unfortunately, most a+c non-profits are small and underfunded, and cannot usually hire many people or pay them very well. Commercial a+c businesses, such as R&F Encaustics, typically prefer hiring a+c people or arts interns. R&F employs eight people; there are only a few other manufacturing a+c businesses in Ulster County.

Hiring is mainly by word of mouth or through existing networking relationships. Most a+c employers seek interns through local colleges and they run classified ads in the local newspapers. There is currently no centralized job bank for the arts industry in Ulster County and no centralized, county-wide listing of arts jobs either in print or on the internet.

Outside the a+c industry, potential employers needing artists usually rely on advertising agencies or place classified ads. These employers may need help identifying the products and services that a+c can provide to their business. Perhaps more importantly, they need help in understanding some of the needs and sensitivities of a+c people working in non-a+c industries. There is currently no employment counseling for a+c industry workers. Employment agencies are not typically good venues for finding employment in the arts and there are no centralized a+c job banks in Ulster County. There is no Ulster County agency currently providing easy access to jobs and other business or career opportunities.

a+c jobs are typically found by referral made through informal networks. Job skills coaching in a+c venues, when it occurs, is usually incidental and anecdotal. a+c members would benefit from a more professional and systematic program of employment training. There are periodic professional development workshops and seminars for members of the a+c industry in Ulster; HCC-Arts has long been a consistent provider of these services.

Entrepreneurship

UCAC actively encourages artists and arts organizations to be more creative in their endeavors and to increase their revenues through grantwriting, membership, new programs and special events. Entrepreneurial ventures are not currently part of the portfolio of non-profits revenue generating strategies. They are rarely discussed because they are not accepted as part of the culture of arts organizations. Most organizations do not have the requisite business experience and/or access to capital to undertake such projects, and many do not seem comfortable with learning these skills. But there is a definite group that is hungry to be shown how to use their creative energy to become successful entrepreneurs.

There are a few notable examples of successful for-profit a+c entrepreneurship, including the Elisa Prtizker Gallery, the Rosendale Theatre and small manufacturers of jewelry and paint.

The Ulster County Development Corporation and the Small Business Administration both provide loans for start-up businesses. Both agencies will help applicants develop a business plan and navigate the financial details of business development. Few a+c practitioners explore these opportunities.

Dutchess and Orange counties have similar realities in their a+c.

Marketing

There is no specifically county-wide promotion of the arts in Ulster County. Arts and culture receives county-wide promotion and packaging through the Ulster County Tourism office and the Chambers of Commerce in Kingston and New Paltz. Each of these organizations markets the county's arts and culture venues as one part of a very crowded portfolio of tourist attractions. In the Kingston Chamber's 2006-7 Quality of Life Guide, for example, a+c received two well-written and designed pages in a 34 page brochure. In November 2006, UCDC's home page had a link to a creative economy survey prominently posted on its home page and another page explaining the creative economy itself. But a+c are not actually listed as a separate link on the website; arts and culture are included on the quality living page on equal footing with recreation, education, shopping and dining. These facts are noted to underscore two points. First, that a+c are recognized as valuable aspects of our quality of life in Ulster County. Second, they are not, and cannot be, effectively represented by non-arts organizations.

Several a+c organizations have joined together at times for joint marketing and promotional purposes. Examples include First Saturdays for the Kingston-Rondout commercial galleries and Ellenville's 10X10X10 project of installation art in diverse downtown locations. But most a+c marketing, like most a+c advocacy, is organization specific, or at best, local area specific. The marketing power of Ulster's entire a+c industry remains fragmented and unbranded.

Despite the rising popularity of the visual arts, film and video and performing arts in Ulster County, there are no centralized, comprehensive a+c resource networks or websites for those living and working in the county. Since the demise of the Hudson Valley Film Office, there are no a+c trade associations representing a+c locations, venues and professions to employers in Ulster County and elsewhere. Both DCAC or AIO have built the shell of a skill-based web-driven a+c resource catalog for their service area; neither is currently functioning.

Organizational Background

In June 2005, Ulster County Arts Council and HCC-Arts decided to explore merging together to form a new entity which can fulfill some of the longstanding needs of the a+c industry in Ulster County.

UlsterArts, the proposed name of the new entity, will combine an organization with great administrative skills and governmental connections with an organization possessing great programming and promotional skills. The merged organization combines two small annual budgets into a more substantial portfolio of services that can be delivered to the a+c industry. UCAC and HCC-Arts are among the very few a+c service organizations with a consistent track record of operating in all areas of Ulster County.

Although budgetary limitations have imposed programmatic restrictions in recent years, UCAC has consistently represented a+c to government and business leaders throughout the county. Located in Kingston in northern Ulster, UCAC has developed a portfolio of member services for those in the arts, including providing low-cost health insurance. UCAC is located in Kingston because it is the county seat and key relationships with elected officials and other decision makers can be more easily maintained in this location. Kingston's central UC location makes it ideal for dealing administratively with all parts of Ulster County.

UCAC has tripled its membership to 600 in the last three years. These achievements are due directly to the drive and resourcefulness of its executive director, Sherri Brittain. In recognition of its visibility, UCAC was asked to organize an informational tour of arts organizations in Ulster and Dutchess County in October 2006 for NEA Chairman Gioia Dana, Congressman Maurice Hinchey, UC legislative chair for the arts Susan Zimet and others.

Located in Highland southern Ulster, HCC-Arts has created many new and innovative arts programs over the last ten years, including the popular Summer Music Festival. Highland's proximity to the Mid-Hudson Bridge has encouraged arts organizations and art lovers in Dutchess County to come to Ulster County. Working with a small budget, Executive Director Elisa Pritzker has created, promoted and managed a very successful series of Art Career Development programs to help a+c+ practitioners to become more professional. HCC-Arts has an active working board and has received extensive, positive media attention from its inception. It has received many awards for the excellence of its programs. The HCC-Arts building, Casa del Arte, contains 2,000 (?) square feet of space which is currently used for offices, studios and public meetings. HCC-Arts has been a key player in the revitalization of downtown Highland and the surrounding community.

Value Proposition

Arts and culture organizations will achieve greater prominence in the county through UlsterArts work. They will receive a greater share of government and business support because they will be recognized for their positive contributions to improving life for entire community. UA will serve as a central hub for Ulster's a+c industry through which organizations and individuals can share resources and opportunities for creating and promoting their programs.

UlsterArts intends to be an innovative model for the next generation of arts councils. Starting with the premise that business and commerce are creative arts, we intend to foster a, collaboration between creative people in the arts and creative people in business. UlsterArts intends to generate a significant percentage of its annual revenues through creative a+c entrepreneurial projects.

Needs Assessment

An eight member UA Task Force created a Needs Assessment Survey in order to quantify the needs of Ulster County's arts and culture community. Five hundred copies of the survey were mailed in early November. The survey was posted to a newly created website for UlsterArts, and links to the survey were posted to both parent organizations' websites. Several other a+c organizations added survey links to their own websites.

In mid-November the Task Force hosted informational events in Saugerties, Highland and

Ellenville to introduce the survey to the a+c community. More than 65 people attended these sessions, including the leaders of some of the County's most respected arts organizations: Women's Studio Workshop, Woodstock Art Museum, Opus 40, Shadowland Theatre and Unison Arts; elected officials from Saugerties and Ellenville attended. The needs most frequently expressed by participants in the public meetings were: representing a+c to the UC Legislature, providing funding for the arts, technical support in preparing grants and providing a

framework for regular a+c networking. Participants expressed skepticism that the proposed organization could provide what is needed on a consistent basis. Several participants wondered whether HCC-Arts would continue to produce popular community programming.

Stories about UlsterArts' survey were published in the *Poughkeepsie Journal*, *New Paltz Times*, *Times Herald Record*, *Ulster County Press*, *Southern Ulster News* and *Ellenville Journal*. Twenty key a+C players industry were interviewed directly. (See Appendix for more on the Survey process)

Survey Results

There were XXX responses to the survey.

Respondents indicated interest in the following Administrative services:

- Access to health insurance
- Advocacy with the County legislature, NYSCA, UCDC and other funders
- Technical support with grants
- Networking opportunities

Respondents indicated interest in the following Marketing services:

- Developing a strong brand for marketing the arts in Ulster County
- Centralized, county-wide events website and calendar
- An organizational framework to encourage networking and resource sharing

Respondents also indicated interest in the following Entrepreneurial services:

- New business loans and grants
- Training in entrepreneurship
- Incubators and culture zones
- Learning to be more creative in business
- Offering incentives to attract an arts community to designated areas

Groups Comprising the a+c Industry

Museums and Collections

museums, historic, science halls and zoos

Performing Arts

music, studios, concert management, performing arts centers, theater and production

Visual Arts

painters, potters, sculptors, art dealers, services and supplies, retail stores, antiques

Film, Radio and TV

motion pictures production and theater, stations, producers, directors

Design and Publishing

architecture, commercial design, ad agencies, publishing

Art Schools and Services

arts councils, art schools, agents

Participants in Three Introductory Meetings

Saugerties, November 14, New World Home Cooking

Nancy Campbell
Helen Kaufman
Lee Wind
Lorrie Fredette
Yvonne Sewall
Beth Humphrey
JoAnn Chamberlain
Barbara Bravo
Anita Wetzel
Barbara Smark
Peter Occhioarosso

Leslie Bryce
Beverley Bilder
Carla Smith
Tad Richards
Andrea Cunliffe
Wendy Rolhkopf
Bobby Kennedy
Vindora Wixom
Leslie Robinson
Peggy Stein
Bruce Grund

David Rosenbaum
Angela Gaffreysmith
Robert Sellcowitz
Kevin VanBuren
Mark Reynolds

Highland, November 15, Casa del Arte

Meadow
Jo Salas
Stuart Bigley
Kathleen Murray
Barbara Masterson

Loretta Spence
Eliz Winchester
Ann Haaland
Jim Fawcett
Terry Scott

Ellenville, November 16, Aroma Thyme Bistro

Abby Johnnes
Anna Skoler
Marty Rabkin
Andrew Reed
Elliot and Judi Auerbach
Debbie Briggs
Dennis Warner
Steven Krulick

Stefan Speric
Richard Parzoch
Brendan Burke
Brendan Shelly and Millie Skoler
Tadasky Kuwayama
Judy Sigunick
Iris Friedman

Summary of Three Introductory Meetings

What will UlsterArts do? How will it help me? These two questions came up in all three meetings.

Sherri Brittain explained the 'arts industry' concept. UA's purpose is to be an administrative organization, not a presenting or a performing organization. "We want to do what you do not have time to do. We want to serve you and want your input. Inclusivity is important to us."

Another frequently asked question: What is your current organization's mission? How does it fit into UA?

Elisa Pritzker explained about her career development work and how it opens so many possibilities for artists. We are looking to bring people together to help with events, forming a kind of coalition of arts organizations. "UA wants to professionalize the arts."

Question: How will you be able to provide the support infrastructure that is needed to help the arts community to do a better job of coordinating and promoting events and sharing resources? How do we know this is more than talk?

Question: many arts organizations struggle to survive. We end up competing for limited resources and therefore do not form stronger partnerships or even talk about it. We are often working in the dark. What can UA do about this situation?

Expressed need: there is a gap in understanding between gallery owners and artists, between business and creative individuals. Somehow, this needs to be bridged.

UC's Tourism Department acknowledges the strength of the arts in bringing people to UC. Tourism needs to be made more conscious of the arts community's need for their support.

Many arts organizations really don't know much about running an arts organization and could use help with professional skills in fund raising, strategic planning, marketing, managing staff and volunteers, etc.

A speaker liked the idea of forming a coalition of arts organizations to create a 'united front' in dealing with the legislature. It was noted that UC has several functioning local interest clusters which might be a natural organizational linkage within UlsterArts. Such art society entities exist in Woodstock, Marletown, Saugerties, Ellenville, Kingston and Rosendale.

Opinion voiced by several people that more art sales are needed. People look but don't buy. Hard for artists to survive as makers of art. More venues are needed, more opportunities to show and sell art. This situation has led to many artists feeling isolated and has created a deep need for connection with other artists. Coop arrangements work for some artists who can't get their work out other ways but more and better promotion of these shows is needed to attract buyers and to make them successful.

It was noted that UC has a large number of creative people working out of their homes, a cottage industry of web designers, graphic artists, writers, etc. These folks need support, access to job networks, community. They are hungry for these services and connections. "The arts are the perfect industry for Ulster County. It's clean, low environmental impact, stimulates the

economy for itself and ancillary services. Plus, the arts create a community of small businesses which is personable and human-scale in contrast to the already existing malls.”

Creating the arts economy in Ulster would be aided by establishing an Arts Foundation. Start up funding is needed for a foundation. In Dutchess County, it was provided by the legislature. Angels could also play a role, perhaps partnering with the county. An Art Foundation would help to unify the arts in Ulster because then there would be a single, established source for funding, and where there is funding, people and resources tend to gravitate there.

Greater unity very important. “We are much stronger working together on certain projects than working separately on many things.” Better UC arts branding will help to give the arts greater prominence and value in the county and beyond. It will also give artists a greater sense of themselves and their importance.

The transformative power of the arts has been demonstrated in many places throughout Ulster County. Several examples were cited: uptown Kingston, Ellenville, Rosendale. It was suggested that these examples might be written up as cases studies and made public. “We don’t know what other people are doing in other parts of the county.”

Interviewees for Business Plan

Geddy Sveikaikus, Publisher, Ulster Publications

Irene MacPherson, Marketing Director, UCDC

Joyce Minard, NP Regional C/C

Ward Todd, president Ulster C/C

Bob Hirsch, UC CC’s job training skills guy.

Mike DiTullo, former president of Pattern for Progress

Iain Machell, Chair, Art Department, SUNY- Ulster

Ann Kalmbach, Executive Director, Women’s Studio Workshop

Rick Remsynder, Executive Director, Ulster County Tourism

Stuart Bigley, Executive Director, Unison Arts

Susan Zimet, Chair, Ulster County Legislature

Steve Jones, Associate Director, NYSCA’s State and Local Partnership Program

Elliot Auerbach, Village Manager, Ellenville

Benjamin Krevolin, President, Dutchess County Arts Council

Carla Smith, Executive Director, Woodstock Byrdcliffe Guild

Ariel Shamburg, Director, Center for Photography at Woodstock

Chris Gonyea, former Kingston Alderman

Richard Frumess, Owner, R&F Encaustics

Melinda Terpening Director, Ulster County Historical Society

Brendan Burke, Artistic Director, Shadowland Theatre

Vindora Wixom, Executive Director, Art Society of Kingston

Jason Stern, Publisher, Chronogram