

1. **Burlington City Arts**
2. **Doreen Kraft- Executive Director**
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6. **Department of the City of Burlington and non-profit 501-C-3**

7. **Doreen Kraft--** Executive Director, 15 years
Doreen Kraft, the current Executive Director, has been with BCA since its inception, shepherding the organization through monumental growth in programs, staff and operating budget, including a \$3.5 million capital campaign to restore the historic Ethan Allen Firehouse. Doreen was the Founding Director of the Mayors Arts Council in 1981 and has received the Susan B. Anthony Award for Leadership in the Arts (1999) as well as the Awards in the Visual Arts Outstanding Visual Artist National Award (1988).

Sara Katz--Assistant Director 10 years

Sara Katz has worked with Burlington City Arts since 1999. She was originally hired to provide support for the newly launched Firehouse Center for the Visual Arts Capital Campaign. Over the last 8 years, she has helped shepherd the organization through its most significant years of growth, including planning for the Firehouse both architecturally and programmatically, and developing existing programs such as Art in Public Places and the Free Concert Series in Battery Park. As Assistant Director, Sara is responsible for hiring and administering a staff of 19, design and management of the annual development plan, making recommendations for the annual budget to the executive director, and acting for the executive director in her absence. She received her BS in Fine Art from Skidmore College and is still an active artist.

Melissa Walker-- Education Director-, 5 years

Since joining City Arts, Melissa has implemented year round studio arts classes, workshops and camps at the Firehouse Center for over 9000 youth, teens, and adults per year, reduced class/camp cancellations and Increased Summer Camp Enrollment from 400 to 500 campers in 2006; increased camp revenue from \$60k to \$80k; and developed and implemented new and on-going arts education initiatives, including professional development and studio workshops for the Girl Scouts, Very Special Arts, Community H.S. of Vermont, Summit Program and Spectrum Youth and Services. In addition, Melissa is responsible for managing a staff of 40 teachers and a budget of over \$300,000. Melissa holds a Masters Degree in Museum Education from Seton Hall University and has presented at the 4th Annual Vermont Conference on Children, Youth and Families, Oct. 2006; The College Art Association's 94th Annual Conference in Boston, MA, 2006; and The New York City Museum Educators Roundtable Annual Conference, 2002. Melissa is a member of The Community Arts Education Collaborative (CAEC), the Vermont Arts Council's LASO (local arts service organizations) committee and the Vermont Arts Council Special Projects Committee.

Chris Thompson- Curator, 2 years

Chris has a background in Advanced Technology and New Media Design, with experience in building fit-up at both Jager di Paola Kemp and Gardeners Supply Company. He was the Chief Technology officer and Head of E-Commerce Development at Gardeners. He came to Firehouse as Curator through a life-long interest in making and writing about art.

8. **BCA proposes** to create an extension of the Firehouse Center for the Visual Arts with a focus on arts education using 7000 square feet of available space. Within the space we would:
- Run additional classes, camps and workshops in drawing, painting, photography and digital media) as well as professional development, design and merchandising. to meet growing community demand
 - Develop a unique style of classes that would allow people to drop in and make art in short format classes
 - Program exhibition space for education and tourism
 - Rent exhibition space for large-scale events
 - Manage a small store that would sell work for Vermont artists and existing BCA studio members (still under discussion)

All class offering would be appropriately priced to both help meet operating costs and our mission of providing arts accessibility for all, implementing our scholarship opportunities where possible.

The expanded facility would allow us to grow our relationships with area colleges that currently use our facilities to offer classes for credit, including:

- Champlain College
- UVM
- Saint Michael's College
- CCV

With expanded facilities, we could curate and schedule longer exhibitions than we have currently in the Firehouse, with the goal of allowing elementary, middle and high schools to more easily incorporate our offerings into their curriculum and planning. This would allow us to grow our very successful SEE THINK DO Program that brings students from throughout the state to learn and explore contemporary art through gallery visits, discussions, and creation of their own works. This program presents an ideal partnership with ECHO for students; after bussing in from another part of the state, they could spend the morning at ECHO's exhibition and the afternoon making art work in our facility.

We see ourselves as providing new opportunities and experiences that people could have on the waterfront: imagine a family of tourists spending 3 full days in Burlington--a day at ECHO, a day on the ropes course at the Ice Factor, and another day at the Arts Center making or seeing art work—each day finding another great new place to eat downtown (or sticking with the multiple options

available right in Moran!). Much like the Children's Museum, we would add to the critical mass of cultural destinations on the waterfront, enhancing the social benefits for our community and increasing the economic benefits to the City expanded options for the tourist population.

9. Evaluation Criteria

- a. **FINANCIAL CAPACITY.** BCA's financial capacity has always been created with strong fundraising practices that yield successful results. We see ourselves as well-poised to take a leadership role in the over-all fundraising effort for the Moran Center based our track record with similar projects.

In the late 1990's, after a Cultural Needs Assessment and Facilities study, BCA embarked on a feasibility study to renovate and restore the old Ethan Allen Firehouse into the Firehouse Center for the Visual Arts. In 2000, as a small organization with an annual budget of \$300,000 and a staff of 6, we began a phased campaign to raise over \$3.2m (Feasibility said we could raise \$500,000.) We created a 501-c-3 to give us complete fundraising flexibility, strengthened our advisory board, and built a powerful campaign committee. Our underwriter and supporter, Merchants Bank, created a \$1 million bridge loan for this project, which we paid off within a year of project completion.

- b. **DEVELOPMENT EXPERIENCE.** While a department of the City, BCA has functioned as a non-profit organization since its inception in 1981, raising a majority of funds through a combination of major gift cultivation, membership, corporate sponsorship, grants, special events, and earned revenue. We work with a dedicated board of directors from the greater Burlington area to help advance our annual fundraising efforts. We also have a separate 501-c-3 status that allows us to raise funds outside of the City general fund. Careful management of our relationships with board members and donors is a key component of our fundraising success, both in our annual budget and special projects. In 2008-09 we raised \$1.4 m (in the midst of the worst economic climate in decades) for the Quadricentennial and managed a 14-day multicultural festival in Burlington, attracting over 100,000 people of all ages. In addition, we also raised over \$740,000 for our own annual operating budget
- c. **MANAGEMENT EXPERIENCE.** BCA has had a fourteen-year history of facility management. In 1993, the new administration requested that BCA take over the management of Memorial Auditorium. The City believed it was an underutilized facility with contract management that had little accountability. During our 10-year tenure, we raised over \$400,000 for capital improvements, put together a new management team and programmed over 200 events. Additionally we put created a community

advisory board and conducted an awareness campaign to determine the feasibility of a capital campaign.

In 2002, after the successful first phase of our \$3.4m capital campaign to renovate and restore the Firehouse Center, we opened the first two floors, inaugurated the Firehouse Gallery and began educational classes on the lower level. We operated successful programming while we completed upper floor renovations and created a new management structure for the facility, which fully opened in 2004. Now, in 2009, we manage 10,000 square feet in the Firehouse serving rentals, exhibition and educational programming year round.

Additionally, we have 1500 square feet of studio space that we manage and program in the lower level of Memorial Auditorium in clay, print and mixed media.

- d. **COMPLIANCE WITH LAND USE REGULATIONS.** See description. BCA programs fall under arts, educational and cultural activities and governmental facilities. All of our programs are open to all members of the public, and many of our programs are free of charge or subsidized.
- e. **ORGANIZATIONAL CAPACITY.** BCA currently manages a \$1.2 million budget and 21 staff members. Rather than taxing our capacity, our plans for the Moran Center would allow us to strengthen and grow programs that are currently bursting at the seams, and allow us to better serve our constituents. We are also accustomed to managed growth, having expanded our operating budget from \$400,000 to \$1.2 over the course of 5 years.
- f. **ABILITY TO WORK WITH GOVERNMENT AGENCIES.** BCA is both a non-profit 501-C-3 as well as a department in the City of Burlington. Each entity has a Board of Directors. We have close working relationships with many city department, often facilitating and managing multi-departmental projects. As the City's cultural planner, we understand our role in advancing the goals of a vibrant, engaged, and accessible city. We also work closely with our Congressional Delegation. Senator Leahy was an integral part of our success with the Firehouse Center's Capital Campaign to which he secured \$1m. We worked closely on state government entities to secure additional support including the Vermont Legislature, the Preservation Trust and the Vermont Housing and Conservation Board.
- g. **ADVERSE FINDINGS.** None.
- h. **COMPATIBILITY WITH OTHER PROPOSED USES AT MORAN.** BCA's education programs and exhibitions will diversify the family

oriented offerings of the Moran Center and complement the experiences within the Moran Center, as well as at the ECHO Leahy Center on the South end of the park, with creative hands on activities. BCA users would also enjoy and add to the clientele of the cafe and restaurant managed by the Ice Factor.

- i. **EMPLOYMENT OPPORTUNITIES AND REVENUE GENERATION.** BCA will employ teaching artists, artists, and add at least 2 new FTE positions. We plan to add to the budget through event rental space and class registrations. The sale of artwork—which we would be interested in displaying in appropriate areas in the building--would add to the sales tax income.
- j. **ENHANCES QUALITY OF LIFE.** Since BCA's inception in 1981, Burlington has grown from a town of side street, second floor galleries to being lauded "one of the most livable cities for the arts" and one of the top 25 small city arts destinations. For the 7th year in a row, The Firehouse Gallery has been named the "Best Art Gallery" by the 72,540 readers of *Seven Days*, Vermont's alternative weekly paper. This year alone, 80,000 people visited the Firehouse Gallery; 9,953 attended BCA education events; 5,055 kids and adults became inspired in our art classes; 20 mentoring relationships began; 122 scholarships were awarded; and, 60 pre-school kids learned and created in our Early Arts program. With our approach to community building through the arts at the center of our mission, we feel confident that our work will add diversity to the waterfront experience for all residents.
- k. **DISTINGUISHING ATTRIBUTES.** Burlington City Arts has a well-established brand in the Vermont community. We are acknowledged for our dedication to delivering excellence while always maintaining accessibility. We have a scholarship fund available to young and old for all our programs that has never turned anyone away from our offerings, whether it be a one day workshop or weeklong camp. Over the years we have developed sustaining partnerships with other non-profits, educational institutions and government entities and will name just a few:
 - UVM, Saint Michael's College, CCV, and Champlain College
 - ECHO Leahy Center
 - City of Burlington
 - International Delegation of Quebec
 - Burlington Schools
 - CVOEO Head Start
 - The Flynn Center for Performing Arts