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Tom Monaghan

Crooked Tree Arts Council

Virginia M. McCune Community Arts Center
461 East Mitchell • Petoskey, Michigan 49770
(616) 347-4337

June 6, 1997

Ken Winter
702 Karamol
Petoskey MI 49770

Dear Ken :

For the past six years, Crooked Tree Arts Council has been struggling with the challenges of providing adequate space to support the variety of cultural and educational activities centered in our century old building.

The Crooked Tree Arts Council's long range committee sought input from the community, used professional consultants to analyze space options, reviewed current and future program needs with staff and volunteers, compared alternative sites and buildings and analyzed much financial data.

At an historic meeting on September 10, 1996, a final recommendation was presented...and approved... which confirmed the decision to remain in the existing facility; to complete a series of internal renovations and to provide approximately 4,000 square foot of additional program, classroom and gallery space. The projected budget (including professional fees, contingencies and additional endowment) approaches \$3,000,000.

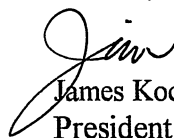
We are considering an area wide fund raising campaign to provide the necessary support, but we must be sure that we are considering a realistic challenge.


Accordingly, we have engaged the services of Monaghan Associates, Inc., experienced fund development counsel, to help us determine the extent of private gifts and contributions available from individuals, businesses, and foundations throughout our service area.

This is not a request for funds...but rather a request for opinions from a few select individuals in our community whose opinions we respect and value. Within a few days a Crooked Tree Arts Council staff member will contact you to arrange a confidential interview with a representative from Monaghan Associates.

Thank you in advance for your time and candid input.

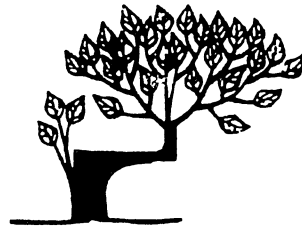
Sincerely,


James Kochensparger
President of the Board


Michelle G. Conklin
Executive Director

Charlevoix and Emmet Counties

CROOKED TREE ARTS COUNCIL



A Plan for the New Millennium

June, 1997

BACKGROUND....Three Decades of Quality Programming

Crooked Tree Arts Council, founded in 1971, remains resolved and committed to its original mission:

To sponsor and encourage cultural and educational activities in the counties of Charlevoix and Emmet, State of Michigan and the surrounding areas; to sponsor cooperative planning, research, fund raising and public education programs, administer property, and undertake such other services and programs deemed necessary to encourage participation and appreciation of the arts by all citizens in the area.

Located in a 15,000 square foot century old former church at 461 East Mitchell (renamed the **Virginia M. McCune Community Arts Center** in 1982), the Council operates the facility which currently features two visual arts galleries, a sales shop, 260 seat theatre, a 60' x 30' dance studio, seven studio classrooms and four administrative offices.

The Arts Center is not only home of Crooked Tree Arts Council and Little Traverse Civic Theatre, but also the Petoskey Film Theatre and the Northern Michigan Chorale. The Council provides performance space for groups such as the Little Traverse Choral Society, Concord Academy-Petoskey, the Blissfest Organization, Hilltop Daycare as well as administrative assistance to the Charlevoix Opera Guild. In addition to performance space, the Arts Center also provides meeting space for groups such as the Petoskey French Club, local church and civic organizations.

Governed by an Executive Board and a 35 member Board of Directors, the Council has become a vital ingredient in the quality of life enjoyed by thousands of children and adults throughout the greater Charlevoix and Emmet County region.

"... as the owner of a bookstore, and a mother of two children I am indebted to all that this organization has done to enrich the place I love and the lives of the people who live or vacation in our area."

----- Julie Norcross

During 1996, over 20,000 individuals experienced programs and activities sponsored by the Arts Council as well as participating cultural organizations such as:

Annual Concert Series	Michigan Artrain
Michigan Opera in the Schools	Detroit Institute of Arts Traveling Exhibits
Annual Juried Photography, Fine Arts & Crafts exhibits	Petoskey Plastics Music Series
28-30 in school performing Arts programs	Community School of the Arts
12 monthly rotating visual arts exhibits	Art Tree Sales gallery
Petoskey Plastics Music Series	Petoskey After School Program
Sunday Symphony in Petoskey	Little Traverse Civic Theatre Productions
Petoskey Film Theatre	Northern Michigan Chorale Concerts

"The people of this part of northern Michigan are fortunate to have a wide variety of cultural and personal enrichment activities available to us, thanks to the work of the Crooked Tree Arts Council. These events will require the support of both the public and private sectors in order to continue."

*---- Robert G. Tambellini, Executive Director,
Charlevoix County Community Foundation*

Through an annual operating budget of approximately \$350,000 funded principally through fees, memberships, income from the current \$1 million endowment fund, and spirited annual fund raising, the Council is now preparing for the new millennium.

The Need....Planning for the 21st Century

In the last sixteen years, both the Crooked Tree Arts Council and the Little Traverse Civic Theatre have continued to grow and the building is no longer adequate in its current configuration to meet the needs of the organizations.

"... many traveling visual arts exhibits and large scale performances are simply unavailable to us because of inadequate space and lack of a climate controlled environment....."

----- Michelle Conklin, Executive Director, CTAC

Also, there are elements of the century-old building which have not been well-maintained. In early 1996, the Board appointed a Long Range Planning Committee to specifically "investigate the legal, financial and structural possibility of staying in this location or moving to another".

The Long Range Planning Committee met for the first time on January 23, 1996. The general approach adopted by the committee was to carefully develop the program requirements of the Crooked Tree Arts Council and its tenant organizations; identify deficiencies in the current building and explore ways to remedy these to best meet the program requirements; and to conduct a search of alternative buildings and sites that could be used to meet program requirements. Input was obtained from many interested parties and the concept of selling the existing building was investigated including an appraisal of the building and the identification of potential buyers.

As a guide in developing the CTAC program requirements, the purpose of the facility was defined to be as follows: To provide a home for the regional arts communities and the public in the Emmet-Charlevoix area by developing a professional, high-quality facility for the visual and performing arts. In many cases, the program requirements call for a space larger than currently available, but there are a few instances where the existing space is adequate. The total building area of the current facility is 15,500 square feet. The program requirements call for a total proposed building area of 19,500 square feet.

Six alternatives were developed and considered and after months of study, a recommendation was adopted by the Board at the aforementioned historic meeting in September, 1996.

A Plan to Secure the Future

The Board of Directors of the Council recommended that the existing building should be extensively renovated; and there should be a modest expansion of the building on the southwest corner and on the north side of the building.

The first addition is in the southwest corner of the building (towards the totem pole) and consists of an expansion to the main floor and lower floor of the building. Expanded areas would include:

- ◆ Additional restrooms
- ◆ A backstage (which currently does not exist)
- ◆ Relocation and expansion of the theatre box office
- ◆ Theatre coat room
- ◆ Climate controlled environment
- ◆ Raked theatre seating
- ◆ Theatre scenery construction area
- ◆ Relocation and expansion of the pottery studio in the lower level

The second addition is on the north side of the building. It also consists of an expansion to the lower and main floors of the building. The lower floor is expanded by new construction on the area currently designated as parking spaces adjacent to the alley which will create:

- ◆ Additional Dance studio and Art Workshop studio
- ◆ Music and choir classroom
- ◆ 4 individual sound proof music studios
- ◆ Improved covered lower entrance and foyer area
- ◆ Coat Room
- ◆ Additional restrooms
- ◆- Photography dark room

The main floor will be expanded by constructing new space on top of the kitchen and a second story construction on the parking spaces adjacent to the alley. This will create:

- ◆ Two additional galleries for a permanent art collection and the ability to explore a hands-on children's gallery.
- ◆ Climate controlled environment (requirement for museum standards)
- ◆ Museum approved security system
- ◆ Improved handicap access
- ◆ Improved signage and entrances
- ◆ Administrative offices

In addition, this includes the complete restoration of the historic 19th century stained glass windows and the exterior of the facility will be renovated to architecturally enhance and anchor its location in downtown Petoskey.

The two additions will add approximately 4,500 square feet respectively, to the current building for a total of 19,590 square feet.

The projected budget for the project including new construction, renovation of existing space, equipment, furnishing, professional fees, and contingency is \$1,750,000.

In addition, the Board of Directors feels quite strongly... and quite properly.... that the ability to maintain renovated and expanded facilities and to support the quality programs the area has come to expect will require a significant boost to the current \$1,000,000 endowment maintained by the Council.

Therefore, the Council is considering the conduct of an area-wide fund raising campaign to accomplish both urgently needed tasks.

NEW CONSTRUCTION AND RENOVATION OF THE EXISTING BUILDING	\$1,750,000.
EXPANSION OF ENDOWMENT: Annual earnings to maintain renovated and expanded facilities and support quality programming.	\$1,000,000.
CAMPAIGN GOAL:	\$2,750,000.

Crooked Tree Arts Council is committed to providing high quality programs for thousands of children and adults throughout the Emmet and Charlevoix County region. Accordingly, the Board presents this project, and a proposed \$2.75 million capital campaign dedicated to funding the project, to its constituent communities for consideration.

".... It has been my observation that the Arts Council has targeted and reached people of all ages with their programs and services. The staff and volunteers are committed to maintaining a high level of cultural services."

--- David Thomas, Executive Director, Burns Clinic

One Vital Question Remains

The Board needs to assess the communities response to the following question:

Are the residents of Charlevoix and Emmet counties (individually and corporately) prepared to place the needs of the Crooked Tree Arts Council high enough on the list of philanthropic concerns to provide the resources, both personal and financial, to successfully meet this challenge?

The community responded generously in 1980 to purchase the former church to provide a permanent home for the programs of the Council. Now, it is time to add to this original investment.