

Dogtown Dance, LLC

BUSINESS PLAN

INTRODUCTION

The Bainbridge Gymnasium project, spearheaded by Dogtown Dance, LLC will embody the highest and best use of this property in the context of the current and generally improving conditions within the Old Manchester community. Just as sports and recreation once were the principal activity on this site, so dance, performance and community outreach will comprise the essential purpose of the renovated facility. Dogtown Dance will create a space to accommodate classes, rehearsals, performances and community engagement conducted by local and regional performing artists, as well as gathering spaces for local community groups.

MISSION STATEMENT

It is the mission of Dogtown Dance, LLC to provide a venue for the practice and display of visual and performing arts in order to enhance the cultural and social quality of the surrounding community.

Who are you?	A facility management corporation.
Whom do you serve?	Performing artists, small businesses, and the residents of the Richmond and Manchester communities.
What will you do?	Manage and lease spaces in the building. Facilitate community engagement by tenants.
How will you do it?	As an LLC, with a community/tenant advisory board and professional management committed to operating a welcoming, well-run, versatile, inclusive and accessible space.
Why will you do this?	To provide affordable office/studio space and, to provide a venue for a range of performing arts in a flexible, mid-sized facility.

NEEDS ASSESSMENT

The primary objective of the Old Manchester Neighborhood Plan (1996) is to develop Old Manchester as an urban village that contains a mix of rehabilitated and newly constructed housing units, an in-town office park, public amenities and a variety of activities and services that are within walking distance from home or work.

The following have been identified as needs specific to the Manchester community:

- A center that provides for educational, recreational and civic needs of Old Manchester's children, adults, and elderly.
- The improvement and re-use of the Bainbridge School Gymnasium

The following have been identified as needs of the greater Richmond arts community:

- A venue for local performers to enhance their visibility, production values and audience/community services through rehearsal, performance, education and outreach.
- A small/mid-sized venue for contemporary performing arts to complement larger-scale venues in the city
- Another catalyst to draw people into Richmond/Manchester between noon and midnight for the continuing economic revitalization of the City
- Affordable rental space for small businesses with a primary focus on (but not limited to) performing arts, community outreach, or socially responsible, progressive business practices.

The Bainbridge School Gymnasium will be able to meet these needs when it is rehabilitated as a center for the performing arts that also includes office/studio space for lease.

STRUCTURE

Ownership – Dogtown Dance, LLC

Governance – Dogtown Dance, LLC, Board of Directors, currently consisting of Robert E. Petres and Margaret L. Duvall.

An Advisory Board consisting of tenant representatives and members of the community is currently under development. Advisory Board members are being recruited and may include:

Lea Marshall, Executive Director of Ground Zero Dance Company;
Renard Charity, owner of the neighboring Manchester Medical Center;
Dennis Winston, teacher and artist;
Yvonne Spain, community activist;
John Butcher, lawyer;
Rod Love & Corey Brown, musicians;
Adam Chamberlin, Technical Director for VCU Dance;
Scott Campbell, Richmond Police Officer.

Management of theatre and associated spaces (including third-floor studio and first-floor catering kitchen) – Staff and volunteers of Ground Zero Dance Company, a 501(c)(3) non-profit dance company founded in 2000 (for background, see **Appendix A**). GZDC, as primary tenant of the theater space and dance studio, will program performances, manage events, establish community outreach and education programs, and coordinate subleasing of the theater and studio spaces to outside groups.

Management of remainder of building/rental spaces – a hired property management corporation OR an administrator hired by Dogtown Dance, LLC.

The remaining office/studio spaces on the first floor will be rented to smaller-scale organizations focused on but not limited to the performing arts, design, wellness, social change, and with a commitment to community outreach.

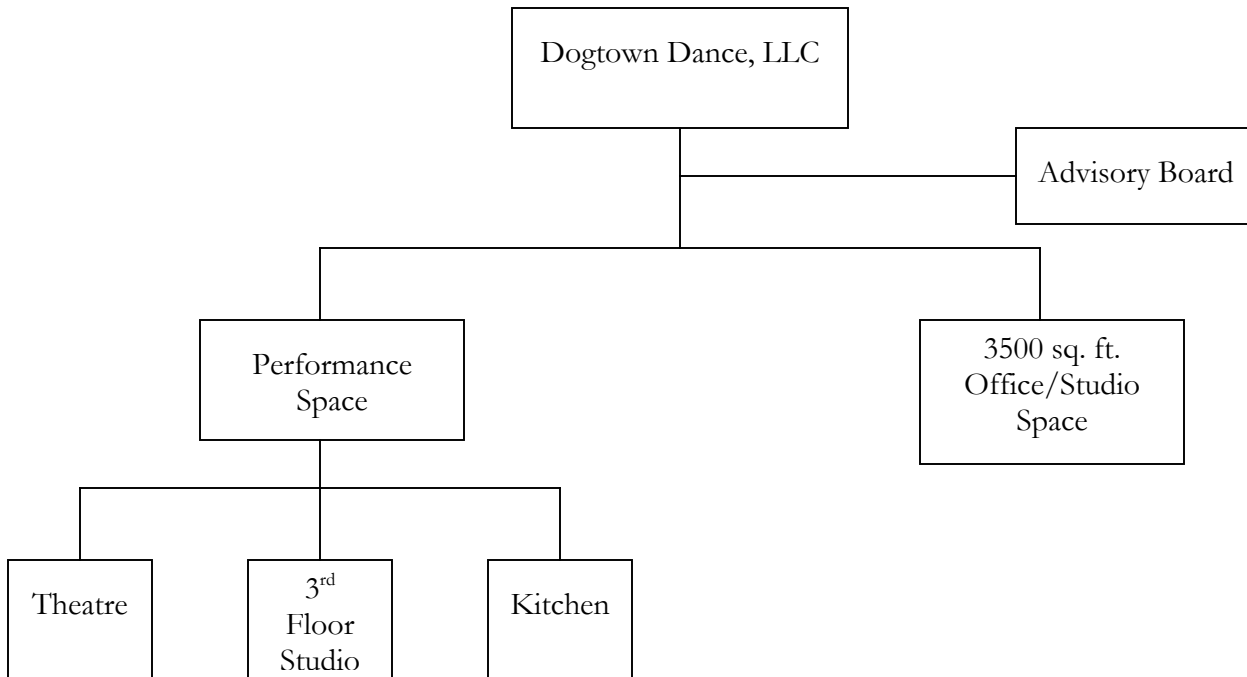
Outside Advisors

Outside advisors on the Dogtown Dance development project include:

- Beth Schulhof, CPA, Goodman & Co.
- Mimi Sadler, Historic Tax Credit Consultant, Sadler & Whitehead
- Diane Howerton, Crater Small Business Development Center

The ownership and effective control of the Center should remain with Dogtown Dance, LLC, created to hold title to the property. The board of directors of that corporation will govern the project as a whole.

Organizational Chart



BUSINESS PRACTICES

Activities/Programs

Through renovation of the Bainbridge Gymnasium, Dogtown Dance, LLC seeks to provide affordable office/studio space for smaller-scale organizations and individuals focused on but not limited to the performing arts, design, wellness, social change, and with a commitment to community outreach. DTD will provide a venue for a range of performing arts, focused on but not limited to dance, in a flexible, mid-sized facility. The activities/programs taking place on the first, second, and third floors of the building will include:

- a. Live performances and entertainment, private events, meetings, free public performances;
- b. Office/meeting space for non-profit organizations, small businesses as described above, and community groups;
- c. Instruction in performing and visual arts;
- d. Health and wellness services, to include physical therapy, dance therapy, massage, yoga, Pilates, bodywork.

Operating Values and Programming Goals

As a facility management corporation, Dogtown Dance, LLC will be known as:

- Warm, welcoming, hospitable and congenial
- Well-run, efficient and committed to a high standard of service
- Inclusive, fair, equitable and accessible to both user groups and audiences
- Proprietors of a versatile, flexible and intimate space

As an institution and facility, the Center will strive to develop:

- Sustainable operating plans requiring a minimal annual operating subsidy
- A community sensibility under local leadership and management

In the area of programming, in partnership with tenant Ground Zero Dance Company, DTD will encourage the development of:

- Programming that is physically, financially, intellectually and culturally accessible
- Programming that reflects the talent of local artists and performing groups, and that places their work in a context by bringing in similar artists from other cities.
- Exciting, inspiring, innovative, engaging and diverse programming
- Community outreach activities, social service delivery use restricted to offering classes in the arts and wellness, and free public performances, lecture/demonstrations

Tenant Guidelines

Tenants in the building will sign one-year renewable leases with Dogtown Dance, LLC. Rent will be charged on a sliding scale, based on prospective tenants' size and/or tax-exempt status. DTD is considering including a clause in each lease stipulating that a percentage (between 3-5%) of tenants' time be dedicated to community service activities. For example, a massage therapist might offer free chair massages to neighborhood residents one afternoon per month, or a yoga teacher might offer free class to community members once a month.

Security Features

A security system for the building is currently being researched. Card or electronic key access for tenants is under consideration.

Restrictions

Restrictions placed on property use by Dogtown Dance, LLC may include:

- a. Live performances, entertainment, and private functions shall be limited to Wednesday and Thursday between 6:00 PM and 11:00 PM; Friday and Saturday between 11:00 AM and 12:00 AM; and Sunday Noon-9:00 PM.
- b. Hours of operation for all other uses shall be Monday – Sunday 9:00 AM to 9:00 PM.
- c. The catering kitchen shall be used for functions sponsored by DTD. Outside individuals may use the kitchen only under supervision by DTD executive chef.
- d. The concession stand will only be available to the patrons of the activities taking place on the property.

Neighborhood Impact

Impact on vehicular traffic during normal business hours will be minimal, and will peak only during drop-off and pick-up for classes (with anticipated size of 10-20 students). Traffic during performances (estimate 100 vehicles in allotted parking areas and on street) will peak only at audience arrival and departure times (7:00-8:15 pm and 9:30-11:00 pm Thursday-Saturday).

Noise impact on surrounding residential areas will be minimal; DTD will ensure this through careful installation and maintenance of sound dampening material in the windows of the theatre space (since it is in a theatre's best interest to keep noise out as well as in) and through focus on the building's lobby as the primary gathering place outside the theatre space itself. The building will possess sufficient lobby space to accommodate audience during arrival, intermission, and departure times.

Rules of Behavior

The same rules of behavior that are appropriate in any formal public place apply to the theatre. If audience members conduct themselves in orderly, quiet ways, with each person respecting the space of those around him or her, everyone will be able to fully enjoy the performance experience.

- Enter and exit the building quietly.
- Radios, tape recorders, video recorders and cameras are not allowed in the theatre. Please turn off cell phones. You may not take pictures or use a video recorder during the performance.
- Please use the restrooms before the performance. Do not get up to use the restroom during the performance unless there is an emergency.

Occupancy

Dogtown Dance anticipates that daytime occupancy of the entire building will not exceed 50 employees, artists, and/or students. Audience capacity for performances is not anticipated to exceed 200.

STAFFING

Dogtown Dance, LLC

Administrative Director

Responsible for coordination of board development, investor relations, policy development and budgets.

Facility Manager/Property Management Consultant

Responsible for maintenance, tenant relations, contracts.

MARKET REVIEW

Audience Base

To be researched. General audience base includes residents of Richmond City, Manchester, and surrounding counties. Outreach activities will target underserved youth and senior populations in Manchester.

Affinity for the Arts

The presence in downtown Richmond of a top arts college is a favorable indicator. Manchester itself is home to a burgeoning arts community, based in Plant Zero Art Center, the Bainbridge Art Center, and along Hull Street.

Supply of Facilities

Two small theater spaces are available/affordable to local dance companies in the City:

- The Grace Street Theater is first dedicated to the use of the Virginia Commonwealth University Department of Dance and Choreography. Local companies must work around VCU's schedule. The space itself is ideal for dance, but with a fixed proscenium stage and seating, offers little flexibility for artists seeking to perform outside a traditional black box theater setting.
- The Firehouse Theater is available for rental, but the stage size is very small for dance, and companies must work around Firehouse Theater Project programming.

Demand by User Groups

A wide range of potential local performing arts user groups have been identified. Several categories of user groups will benefit from an available/affordable performance/event space:

- Local performing arts organizations, with a focus on dance
- Local musicians
- Special event organizers
- Private performing arts schools
- Music festivals
- Civic meetings
- Lecture series
- Concert series
- School groups
- Touring productions
- Educational institutions
- Charitable/community service organizations

In addition to these user groups, it is inevitable that business and community groups will require a place of public assembly on occasion. The presence of a catering kitchen will also enable the theater space to be rented for private events.

BUDGET

A major portion of this budget reflects a rental agreement with tenant Ground Zero Dance Company, which will pay its rent by managing, programming, and subleasing the theater and studio spaces for classes, rehearsals, performances, and special events throughout the year.

Preliminary Estimated Annual Budget

REVENUE

Rent/income from Ground Zero Dance Company	\$65,000
Rent from 1 st floor tenants	\$50,050
TOTAL REVENUE	\$115,050

EXPENSES

Part Time Staff	\$20,000
Payroll Taxes/Insurance (20%)	\$4,000
Facility Costs	\$40,000
Mortgage	\$48,000
TOTAL EXPENSES	\$112,000

This budget is still being researched.

Surplus funds should be dedicated to cash reserves, depreciation and endowment purposes.

EXPENSES—DOGTOWN DANCE, LLC 2005-2006

USES	SOURCES		TOTAL
Description	Robert E. Petres	SunTrust	Total
Building	\$25,000.00	\$377,052.00	\$402,052.00
New roof	\$24,129.00		\$24,129.00
Building materials, scaffolding, glass	\$1,474.00		\$1,474.00
Purchase adjacent lot: 1424 Porter St.	\$15,904.00		\$15,904.00
Architect fees	\$42,554.92		\$42,554.92
Development consultant: Pareto, LLC	\$899.50		\$899.50
General supplies	\$3,224.76		\$3,224.76
Tools & lighting equipment	\$180.00		\$180.00
Accounting fees	\$140.00		\$140.00
Legal fees	\$790.00		\$790.00
Asbestos removal	\$20,425.00		\$20,425.00
Maintenance & repair, labor	\$3,221.00		\$3,221.00
Liability insurance	\$489.00		\$489.00
Computer	\$2,124.68		\$2,124.68
Marketing & PR	\$270.00		\$270.00
Rent for parking	\$120.00		\$120.00
City of Richmond: Special Use Permit	\$1,500.00		\$1,500.00
City of Richmond: Real Estate Tax, 1424 Porter Street	\$136.74		\$136.74
TOTAL EXPENSES	\$142,583.00		\$519,635.00

SOURCES & USES OF FUNDS—DOGTOWN DANCE, LLC

USES	SOURCES		TOTAL
Description	DTD, LLC	Commercial Loan	Total
Building renovation	\$500,000.00	\$615,945.00	\$1,115,945.00
Existing Sun Trust loan for building	\$25,000.00	\$377,052.00	\$402,052.00
Landscape			
Office Equipment			
Marketing & PR			
Total 2005-2006 Expenses & Fees Paid	\$117,582.60		\$117,582.60
Line of credit			
TOTAL	\$642,583.00	\$992,997.00	\$1,635,580.00