



Community Cultural Center
Stuart, Iowa

Business Plan

Community Cultural Center

Timeline

To Date	<p>Since Project Restore Foundation took ownership, the following things have been accomplished:</p> <ul style="list-style-type: none">-Community grounds clean up-Listing on National Register of Historic Places-REAP/HRDP Grant for hazardous debris clean up-Restoration of the chapel through private contributions-HSPG grant and local Hotel/Motel Tax grant for restoration of sacristy, kitchen and restroom-Vision Iowa Grant- Passed referendum to extend Hotel/Motel tax for long-term commitment.- Submitted an application for a Community Attraction Tourism Grant (CAT). Currently in negotiations.- Kicked off major fundraising effort in the community achieving over \$250,000 in cash and in-kind contributions to date
November 2007	<ul style="list-style-type: none">- Community referendum on funding Community Cultural Center
Spring 2008	<ul style="list-style-type: none">- Site work and construction begins
Spring 2009	<ul style="list-style-type: none">- Construction nears completion.- Begin marketing campaign for meetings, conventions, weddings, reunions, corporate training, etc.
Spring 2010	<ul style="list-style-type: none">- Complete construction- Hire Executive Director and Operations Manager- Center open for bookings

Community Cultural Center

Overview

Built from 1908-1910 and partially destroyed by an arsonist in 1995 as a hate crime, the former Catholic Church is a rare example of Byzantine and Romanesque architecture in the Midwest. It is featured on the National Register of Historic Places and prior to the fire, was voted by readers of the *Des Moines Register* as the “Most Beautiful Church in Iowa”. The small Chapel at Historic All Saints has been refurbished by the Project Restore Foundation and currently hosts weddings, meetings and concerts. The remaining large sanctuary space is marked for adaptive re-use. Community leaders want to create a regional cultural center to place Stuart in the spotlight.

Stuart is a community of 1,700 people positioned directly on US Interstate 80 just minutes west of the “Crossroads of America”—where I-80 and I-35 meet near Des Moines, Iowa. Currently, there is not a building for large non-denominational gatherings in Stuart and this proposed building could fill this void for the region and create a unique attraction.

Mission

The mission is to create a sustainable attraction for culture, education, entertainment and economic development that will enhance the quality of life for residents in and around the area. According to the Iowa Department of Transportation, 21,000 vehicles per day pass by on Interstate 80 and we hope to create activities of sufficient quality and interest to attract people for overnight hotel stays.

Goals

- To restore the former All Saints building within three years.
- To provide continual use of the building through events such as theater, music, weddings, concerts, and large conferences.
- To generate more than \$20 million in economic impact in the community over ten years, exponentially growing each year thereafter.
- To create an equivalent of 20 full-time jobs in related sectors across the community.

Impact

The impact of the completion of the community cultural center would be one of the largest development projects impacting the area. The construction phase will create an immediate economic impact for local building supply centers, hardware stores, construction companies, electrical and mechanical companies, as well as restaurants, hotels and retail. The event programming phase will create overnight stays and jobs and will greatly enhance the cultural and entertainment offerings for the area. The impact on community aesthetics would be very noticeable in turning ruins into an architectural showpiece.

On an economic level, we anticipate that the long-term revenue brought into the community from beyond a 50-mile radius will provide a great return on investment.

Projections indicate that when fully operational, the community cultural center will draw over 10,000 people per year, including tourists from the interstate, people attending community and family functions, people attending corporate tolerance training courses and other conferences. Dr. Ken Stone, former Iowa State University professor of agricultural economics and noted community economic development expert, has reviewed the community cultural center business plan and believes the concept is well conceived and that analogues to project attendance figures are good examples. Analogues include:

- Heartland Acres Agriculture Museum and Community Center in Independence (population 6,000), with weddings booked each weekend for nearly two years;
- The Danish Immigrant Museum in Elk Horn (population 672), which draws 10,000 people per year;
- The Danish Windmill, also in Elk Horn, which draws 80,000 people per year;
- The Grotto of the Redemption in West Bend, (population 862), which draws 100,000 visitors per year.

Heartland Acres in Independence is a 501c3 that includes an agriculture museum and community center. It is a very close model to our proposed Community Cultural Center in that it is in a small town along a major highway and one half hour from the metro areas of Waterloo/Cedar Falls and Cedar Rapids. Their business model is very similar as well with programming to generate continual tourism and with a \$2.3 million community center. Even though there are two other community centers in Independence, Heartland Acres has weddings booked each weekend for nearly two years in advance – primarily through word-of-mouth promotion. Events held there such as weddings and meetings average \$3,300 in income and approximately \$150 in outsourced set up and janitorial services. They do some of their own catering and outsource some as well. There has been so much demand, that a two story hotel was built just next to the center.

The Grotto of the Redemption is not located on a major interstate, while the Elk Horn attractions are 6 miles off I-80. Stuart is located directly on I-80, with an exit and major restaurants, including McDonalds, Burger King and Country Kitchen, truck stops and national chain hotels. It is a major stop for travelers on I-80. In addition, what the Community Cultural Center may lack in tourist pulling-power compared to the analogues, will be more than made up for in useful and attractive programming, which the analogues do not offer or offer to a more limited extent.

It is anticipated that the community cultural center will create over 1,000 additional overnight stays annually in Stuart, while drawing 10,000 people per year once complete and attendance should continue to grow into the future. Many of these people will eat at

least one meal at a local restaurant, stay at least one night in Stuart's hotels and purchase items in community retail stores, etc.

The total annual economic impact once the community cultural center is fully operational would be over \$2 million, using the 2007 Iowa Economic Development Welcome Center Survey of \$212.19 average daily spending per tourist for 10,000 tourists throughout the year. A tourist is considered someone from at least 50 miles outside the area. The figures include activities such as:

- Overnight hotel stays
- Dining at local restaurants
- Local Catering from restaurants to service functions in the facility
- Retail sales, including florist services
- Catering from local restaurants
- Event planners
- Tour Guides
- Taxes

In addition, this economic activity will encourage new restaurants, catering services and retail shops in the downtown, further generating economic impact, which would continue to increase as awareness grows and tourism increases.

Based on the projections above, the direct economic impact over a ten-year operating period will exceed \$20 million.

Leveraging the Center for Community Development

The Community Cultural Center directors will make the community aware of job opportunities and spin-off business opportunities available through project activities. The center will also help "incubate" new businesses through technical training and support. The plan includes the following phases.

Phase 1 (2008) - Community meeting and public relations effort explaining the community cultural center, positions to be created, qualifications required for the positions and compensation for the positions. In addition, a list of services and supplies required by the projects will be communicated to the community and businesses in order to generate entrepreneurial interest. Public meetings will provide more details of supplier opportunities including:

- catering services for meetings, weddings and special events
- janitorial services
- repair and upkeep construction services
- office and meeting supply vendors
- transportation services
- landscaping and snow removal services

Phase 2 (2009) - Equal and open negotiations will occur with vendors for support services required. In the case of outsourcing, for which a self-sufficient person or company does not apply, we will seek to "incubate" companies to train them and help them become self-sufficient by providing services not only to the center, but also to other businesses.

Phase 3 (2009/10) - Continued visioning and community interaction about anticipated outsourcing needs will occur to spur additional entrepreneurial activity.

Operational Plan

Overview

The Community Cultural Center is designed to create attractions that promote culture, education, entertainment and economic development in Stuart. An additional focus will be to enhance the quality of life for residents and people in the surrounding area. The operational plan includes a three-phase span in which to complete rehabilitation of the facilities, implement initial programming and move into long-term sustaining programming.

Phase 1

This phase includes the beginning of restoration/enhancement and construction.

Phase 2

During this phase, detailed plans will be developed for programming, job descriptions, outsourcing needs and requirements and marketing.

Phase 3

By the summer of 2009, construction on the community cultural center will be wrapping up, and the final stage will begin with programming preparation and marketing.

Personnel - Position Job Descriptions

Once the community cultural center is ready for operation, several full and part-time staff positions will be necessary. Once the center is fully-functioning, it is projected to create 20 full-time-equivalent jobs in related sectors across the community. Following is a brief description of the positions specific to operating the center itself.

Executive Director – Oversees and implements day-to-day operation and management of the community cultural center, including staff, budget, marketing, programming and operations. Writes grants and works with the governing committees. Plans, promotes and oversees meetings, concerts, etc. Coordinates use of the facilities.

Operations Manager – Oversees general maintenance of the community center. Manages janitorial duties, oversees meeting setup, tear down, etc.

Maintenance Assistants – Will include several part-time and potential full-time positions to assist the operations manager in performance of that position's duties, including janitorial, maintenance, meeting set up / tear down, cleanup, etc.

Assistant to Executive Director - Assists the Executive Director in performance of the duties assigned that position. Most likely a year-two position, depending on need for the position and sufficient revenue to cover the costs.

Guest Leaders – Will include instructors conducting courses and recognized experts on subjects, guest lecturers, speakers, etc. They will be paid on a self-supporting project basis.

Part-time Assistants and Volunteers – Will assist in all aspects of operations. A great opportunity for retired citizens to become ambassadors for the town.

Market Analysis

Target Market

The target market will include

- travelers along I-80, primarily leisure travelers who can be lured off the Interstate by Stuart's attractions, restaurants and hotels;
- residents who will utilize the new entertainment, cultural and educational opportunities;
- neighbors (regional people from ten to 50 miles surrounding Stuart) who will utilize the meeting space and the entertainment, cultural and educational opportunities;
- Students who will perform at the center;
- Iowans and others, including group/bus tours, outside a 50-mile radius who will view Stuart as a day trip or overnight destination due to special events or the cultural offerings.

Projected Customer Base

-The total projected customer base includes an annual estimated total of the target markets of 10,000 people annually, including over 1,000 overnight guests.

Marketing Plan

Overview

The marketing plan will position Stuart as an interesting and fun destination and create a continued awareness of the meeting space and programming on a local, statewide and regional level. The marketing plan will seek to achieve as much unpaid publicity as possible, while tying into important programs such as the Iowa Department of Economic Development's marketing programs and DOT roadway signage.

Marketing Goals

-To create a continual awareness on a local, statewide and regional level of the community cultural center.

-To achieve as much unpaid (earned) media coverage as possible.

-To position the community cultural center as a beautiful non-denominational wedding facility, performance center and corporate tolerance training center because of what befell the building. Corporate training will include corporate sensitivity training targeted at Des Moines insurance and financial companies.

- To make statewide and out-of-state travelers aware of the restored, architecturally significant building.
- To promote Stuart as a top-of-the-line place for travelers to stop, rest and participate.
- To market the community cultural center as a wedding destination.

Marketing Phase 1

The marketing emphasis in the first phase will focus on efforts of rehabilitating Historic All Saints. Marketing efforts will include providing information to the Des Moines and local media, which have had a continued interest in the progress of the building.

Marketing Phase 2

The focus in the second phase will be the development of a detailed marketing, advertising and sales plan to be implemented in Phase 3.

Marketing Phase 3

Phase 3 will include advertising, signage, corporate sales to training executives, attendance at trade shows and other forms of marketing for the Community Cultural Center as a theater, concert hall, wedding facility and community center.

Methods for Measuring Results

At the end of each quarter, the Community Cultural Center staff will provide a report and evaluation of the status of the business plan to the advisory board to determine if goals are being met and what adjustments are needed. The advisory board will also oversee immediate and long-term needs to stay on track towards goals and budget.

Economic impact will be measured quarterly and annually through achievement of budget projections, usage of the facility, overnight hotel stays, visitor tracking data and tax revenue analysis.

Project Directors

Project Restore Foundation Advisory Board: Jerry Vitzthum, Tom Foy, Warren Varley, Dick Doherty, Bob Cook, Joy Smull, Joan Glenn, Julie Brown, Tom Smull II, Dodie Korradi, appointed representative from the city council. *Mayor:* Cheryl Marks *City Manager:* Ashraf Ashour

Sources of Capitalization – Construction Phase

City of Stuart	\$1,700,000
Fundraising (cash and in-kind)	\$ 300,000
CAT Grant	\$ 500,000
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TOTAL	\$2,500,000

Operating Budget - Community Cultural Center

Annual

INCOME (Net)

25 Weddings	\$62,500
School Performances/Events	\$20,000
Concerts	\$4,000
Events	\$11,000
Corporate Training/Retreats	\$10,000
Grants	\$15,000
Contributions	\$15,000
Sponsorships	\$18,000
 TOTAL	 \$155,500

EXPENSE (Net)

Employees/Benefits/Payroll Taxes (2 full-time)	\$87,500
Heating/Cooling	\$28,000
Maintenance	\$5,000
Insurance	\$20,000
Outsourced Training/Related Expenses	\$4,000
Office Supplies/Travel/Operational Expenses	\$5,000
Outsourcing Support (set-up, cleaning)	\$6,000
 TOTAL	 \$155,500

INCOME / EXPENSE	\$0
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Executive Summary

The city of Stuart has not seen a community project of this stature since its forefathers invested in the community at the turn of the century. The Community Cultural Center will leave a lasting impact on this generation and the next. It will create jobs, money, purpose, and optimism.

Join award-winning architects, noted community economic development experts, business leaders and concerned citizens as we create a sustainable attraction for culture, education, entertainment and economic development.