



20 N. Swinton Avenue  
Delray Beach, FL 33444

~ CRA BOARD SUMMARY ~

TO: CRA Board of Commissioners

FROM: Joan K. Goodrich, Economic Development Director

THROUGH: Jeff Costello, CRA Executive Director

DATE: May 7, 2018

RE: Creative City Collaborative – City Collaborative 2<sup>nd</sup> Quarter FY 2017-18  
A-GUIDE Report

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**Recommended Action:**

Receive and file.

**Background:**

The CRA awarded the Creative City Collaborative (also known as Arts Garage) a \$275,000 A-Guide grant and approved a FY 2017-18 funding agreement on September 28, 2017. This award represents 20% of CCC's \$1,346,500 budget. The A-Guide grant was awarded to support two programs: 1) Multi-Disciplinary Performances & Exhibition and 2) Arts Garage Education Project. Below are highlights and program snapshots from the Art Garage's 2Q FY 2017-18 A-Guide Report.

**Arts Garage Highlights from Marjorie Waldo, President/CEO**

See attached letter.

**Program Snapshot: Multi-Disciplinary Performances & Exhibition**

A-Guide Funding: \$250,250      Program Budget: \$906,600      % of Budget: 28%

Select Key Program Metrics	Annual Total	2Q Totals	Year to Date Totals
Mainstage Shows	144	34	71
Mainstage Attendees	15,840	4,259	8,821
Mainstage Revenues	\$650,000	\$209,268	\$363,353
# of Performers	600	165	372
Alternative "Black Box" Shows	24	16	31
"Black Box" Attendees	1,000	983	1,319
"Black Box" Revenues	\$13,000	\$12,482	\$15,661
# of Ethnically Diverse	500	122	278

Performers			
% of Mainstage Attendees Supporting Local Economy	50%	51%	56.5%
% of "Black Box" Attendees Supporting Local Economy	40%	51%	48.5%

**Program Snapshot: Arts Garage Education Project** *(After School Striker's Drumline, Acting, Chorus, Spoken Word and Dance Classes)*

A-Guide Funding: \$24,750      Program Budget: \$91,094      % of Budget: 27%

Select Key Program Metrics	Annual Total	2Q Totals	Year to Date Totals
# of Annual Students	200	10	22
Class Fee Revenue	\$25,000	\$0	\$600
Total \$ Scholarships Raised	\$25,000	\$0	\$1,142

Notes: CCC has not met their goal of enrolling student for the after-school arts education program even though there is growing interest from local families. One of the top barriers to program enrollment is the transport of students from school to the Arts Garage facility as many of their parents work. The Arts Garage team developed a promotional video to help showcase the educational programs which can be viewed at: [https://www.youtube.com/watch?v=LzCnc\\_455Jc](https://www.youtube.com/watch?v=LzCnc_455Jc). It is also noted that this program includes a Summer Striker's Drumline, Art Boot Camp and Musical Theater Workshop component which will be reported on in the fourth quarter (June 2018).

**CRA Attorney Review:**

N/A

**Finance Review:**

N/A

**Funding Source/Financial Impact:**

CRA G/L #: 7376 A-Guide Funding

**Timing of Request:**

N/A



To: Jeff Costello, Executive Director  
Joan Goodrich, Economic Development Director  
CRA Board of Commissioners

From: Marjorie Waldo, President & CEO

Re: Second Quarter 2017-2018 A-Guide Narrative

Date: April 16, 2018

The second quarter of FY 17-18 continues to challenge us as we add new and vibrant programming drawing our community to Arts Garage as we engage new demographics and honor our existing patrons. We hosted Racial Equity workshops in partnership with Healthier Delray Beach in January and March; we joined forces with the Greater Delray Beach Chamber of Commerce in February to host the Delray Beach Candidates' Forum; we will showcase the Chamber of Commerce's Business Expo in May.

Our fundraising approach has experienced a paradigm shift thanks to raising over \$30,000 in February with our Max Weinberg event and we are already hard at work on our big January 2019 Gala. We are a participant in the Great Give and all funds will provide scholarships for our summer camp, Set the Stage. Putt Fore the Arts, also this month, will add revenues to our programming. We are working on the steps required to gain our performance based liquor license which also bring in additional revenues.

We had a terrific second quarter of 2017-2018 with 16 sold out shows and another 10 shows nearly sold out. Our summer programming is designed to draw in locals with high quality entertainment on a budget, making the shows more affordable and accessible to our full-time residents. We have added a Director of Wow to our staff (also our Art Curator) who works to provide our patrons with an incredible experience every time they enter our space.

Arts Education programming continues to challenge us to be more creative in our marketing efforts. We had small but very successful youth and adult education programming and we have been able to scholarship a majority of our students (We like to say "Yes" to every mom and dad!). The following link showcases three of our programs: Strikers Drumline, Art of Sound (middle school chorus with all students from Carver), and Spittfiya (spoken word). [https://youtu.be/LzCnc\\_455Jc](https://youtu.be/LzCnc_455Jc)  
Our summer camp, Set the Stage, will allow participants the opportunity to write, direct, act in their own production. We are partnering with the City of Delray Beach Parks and Recreation department to bring 15 of their students to Set the Stage.

Our Grassroots Gallery has put over \$12,000 in the pockets of our emerging artists who are showcased two at a time for a month-long show with an opening reception aligned with the first Friday Art Walk. We had over 2000 visitors to our gallery in the second quarter, up from 800 the prior quarter.

If it isn't clear, we are all happily exhausted and excited about our future. Thank you all for your support and encouragement.

94 NE 2nd Ave Delray Beach, FL 33444  
561-450-6357 | [artsgarage.org](http://artsgarage.org)



**DELRAY BEACH** CRA  
COMMUNITY REDEVELOPMENT AGENCY

# Creative City Collaborative of Delray Beach

## BALANCE SHEET

As of March 31, 2018

	TOTAL
<b>ASSETS</b>	
Current Assets	
Bank Accounts	
10000 City National Operational #6392	2,948.14
10100 City National Restricted # 2232	1,051.66
10200 City National Payroll #2229	28,842.01
<b>Total Bank Accounts</b>	<b>\$32,841.81</b>
Accounts Receivable	
Accounts Receivable (A/R)	0.00
<b>Total Accounts Receivable</b>	<b>\$0.00</b>
Other Current Assets	
10300 Pre-Paid	4,599.24
10400 Due to/from (CRA)	68,750.01
10410 Due to/from Gold Star	465.30
10420 Due from State of Florida	0.00
10430 Due to/from 3rd Parties	0.00
Undeposited Funds	0.00
<b>Total Other Current Assets</b>	<b>\$73,814.55</b>
<b>Total Current Assets</b>	<b>\$106,656.36</b>
Fixed Assets	
10600 Capital Expenditure	
10700 Furniture & Fixtures	10,298.52
11100 Production Equipment	101,050.56
<b>Total 10600 Capital Expenditure</b>	<b>111,349.08</b>
11200 Leasehold Improvements	112,057.64
11300 A/D - Furniture and Equipment	-113,221.54
<b>Total Fixed Assets</b>	<b>\$110,185.18</b>
Other Assets	
11400 Security Deposit	1,500.00
<b>Total Other Assets</b>	<b>\$1,500.00</b>
<b>TOTAL ASSETS</b>	<b>\$218,341.54</b>
<b>LIABILITIES AND EQUITY</b>	
Liabilities	
Current Liabilities	
Accounts Payable	
20000 Accounts Payable	31,780.39
<b>Total Accounts Payable</b>	<b>\$31,780.39</b>
Other Current Liabilities	
20100 Loan from Officer	10,000.00
20200 Note Payable Boca Theater Guild	0.00
20300 Accrued Expenses	0.00
20400 Payroll Liabilities	0.00

	TOTAL
20600 Deferred Ticket Sales	34,632.47
20700 Gift Card Payable	9,666.00
20800 Deferred Individual Support	0.00
<b>Total Other Current Liabilities</b>	<b>\$54,298.47</b>
<b>Total Current Liabilities</b>	<b>\$86,078.86</b>
<b>Total Liabilities</b>	<b>\$86,078.86</b>
Equity	
30000 Temp. Restricted Net Assets	2,982.00
30100 Unrestricted cash Account	44,998.42
Opening Balance Equity	0.00
Retained Earnings	33,794.88
Net Income	50,487.38
<b>Total Equity</b>	<b>\$132,262.68</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$218,341.54</b>

CCC of Delray CRA FY17-18 Q2				
CRA Combined Quarterly Budget Report				
ORGANIZATION: Creative City Collaborative DBA Arts Garage				
INCOME	FY 2017-18 Quarter 2 1/1/18 to 03/31/2018	FY 2017-18 Year to Date 10/01/17 to 03/31/2018	FY 2017-18 Budget	Variance Favorable (Unfavorable)
Fees, Tickets, Registration, etc.	234,376	369,616	675,000	(305,384)
Corporate Grants/Contributions	7,143	7,343	25,000	(17,657)
Individual Donations	23,381	39,383	75,000	(35,617)
Foundation Grants	1,000	2,000	50,000	(48,000)
Government - Federal	-	-	-	-
Government- Local/County	-	-	2,500	(2,500)
Government- State	10,993	21,986	43,974	(21,988)
In-Kind	-	2,200	10,000	(7,800)
Interest Income	-	-	-	-
Membership	1,395	4,418	11,000	(6,582)
<b>CRA Actual or Requested</b>	<b>68,751</b>	<b>137,501</b>	<b>275,000</b>	<b>(137,499)</b>
Other: Concessions	11,334	12,843	79,026	(66,183)
Other: Guild Fundraisers	9,912	29,443	75,000	(45,557)
Other: Rentals	775	2,525	25,000	(22,475)
<b>Total Income</b>	<b>369,059</b>	<b>629,257</b>	<b>1,346,500</b>	<b>(717,243)</b>
Expense	FY 2017-18 Quarter 2 1/1/18 to 03/31/2018	FY 2017-18 Year to Date 10/01/17 to 03/31/2018	FY 2017-18 Budget	Variance Favorable (Unfavorable)
Salaries & Related Taxes	102,583	189,328	306,640	117,312
Fringe Benefits & Taxes	5,485	8,596	38,000	29,404
Professional Svcs/Consulting	37,808	71,536	115,000	43,464
Insurance	3,505	5,578	14,000	8,422
Licenses, Registration, Permits	2,258	3,419	4,000	581
Conferences & Meetings	16	16	1,000	984
Copying & Printing	3,965	5,747	15,000	9,253
Equipment Rental/Maintenance	-	-	-	-
Rent/Mortgage & Maintenance	9,947	17,602	50,000	32,398
Utilities	5,417	11,116	20,000	8,884
Telecommunication/Web	3,318	6,552	11,000	4,448
Office & Program Supplies	1,577	5,958	7,000	1,042
Postage & Delivery	249	511	1,000	489
Local Travel	739	739	5,000	4,261
Capital Expenditures	-	-	20,000	20,000
Marketing Services	1,520	7,724	91,860	84,136
Production Expenses	152,603	247,354	600,000	352,646
Arts Garage Guild	158	3,188	27,000	23,812
Concessions	9,768	10,759	20,000	9,241
<b>Total Expense</b>	<b>340,916</b>	<b>595,723</b>	<b>1,346,500</b>	<b>750,777</b>
<b>NET INCOME</b>	<b>28,143</b>	<b>33,534</b>	<b>-</b>	<b>-</b>

**CRA Combined Budget Narrative Report**

CCC of Delray CRA FY17-18 Q2

ORGANIZATION: Creative City Collaborative DBA Arts Garage | FY 2017-2018 | Quarter 2

Exceeding Projection  On Target  Below Projection

**CRA COMBINED REPORT**

**INCOME:** Explanation of Variances

Fees, Tickets, Registration, etc.	On Target
Corporate Grants/Contributions	CEO and Board are working towards adding grants
Individual Donations	On Target
Foundation Grants	Under goal because we have not yet contracted a grant writer
Government - Federal	N/A
Government- Local/County	N/A
Government- State	On Target
In-Kind	On Target
Interest Income	N/A
Membership	Membership is annual and shows spikes based on renewal dates
<b>CRA Actual or Requested</b>	On Target
Other: Concessions	Below Target because the liquor license process is longer than anticipated.
Other: Guild Fundraiser	Funding plans has shifted as we develop new strategies eg(Max Weinberg)
Other: Rentals	On Target

Lower than Projection  On Target  Exceeding Projection

**EXPENSES:** Explanation of Variances

Salaries & Related Taxes	On Target
Fringe Benefits	On Target
Professional Svcs/Consulting	
Insurance	On Target
Licenses, Registration, Permits	Neglected to budget for music licensing fees in budget
Conferences & Meetings	On Target
Copying & Printing	On Target
Equipment Rental/Maintenance	N/A
Rent/Mortgage & Maintenance	On Target
Utilities	On Target
Telecommunication/Web	On Target
Office & Program Supplies	Over budget due to the purchase of computers and cabinets
Postage & Delivery	On Target
Local Travel	On Target
Capital Expenditure	Did not purchase any capital items for this Quarter.
Marketing Services	Below budget because Marketing Contractor was hired full time and is represented in salaries
Production Expenses	On Target
Arts Garage Guild	On Target
Concessions	On Target

	Annual Goal FY 17-18	Qtr 1 Ending 12/31/17	Qtr 2 Ending 3/31/18	Qtr 3 Ending 6/30/18	Qtr 4 Ending 9/30/18	YTD 10/1/17 - 9/15/18	% Achieved Annual Goal FY 17-18	On target	Below expected goal
<b>Revised: Creative City Collaborative of DB: A: Music/Theater</b>									
<i>Provide exceptional music and theater performances that engage the whole of DB community.</i>									
<b>OUTPUTS</b>									
12	Maintain musical performances per month for a total of 144 shows annually.	37	34	0	0	71	49%	*	
1	15,840 Total attendees	4,562	4,259	0	0	8,821	56%	*	
2	\$630,000 Total revenue from ticket sales	154,085	209,268	0	0	363,353	58%	*	
3	600 Performers taking the stage annually	207	165	0	0	372	62%	*	
4	Two alternative and/or Black Box venue performances per month offering at least 24 total performances annually	15	16	0	0	31	129%	*	
5	1,000 Total attendees	336	993	0	0	1,319	132%	*	
6	\$10,000 Total revenue from ticket sales	3179	12,652	0	0	14,661	147%	*	
7	\$8,000 Total sponsorship revenue	1,500	0	0	0	1,500	50%	*	
8	500 Ethnically diverse performers	156	122	0	0	278	56%	*	
<b>OUTCOMES</b>									
13	12 Mainstage musical performances per month for a total of 144 shows annually.	37	34	0	0	71	49%	*	
13	90% of attendees support local economy	62%	51%	0%	0%			*	
14	75% of Mainstage Performers are from out of the area	68%	91%	0%	0%			*	
15	50% of attendees from out of area	58%	50%	0%	0%			*	
16	50% of attendees are repeat customers (attending more than one show per year)	42%	28%	0%	0%			*	
17	Two alternative and/or Black Box venue performances per month offering at least 24 total performances annually	15	16	0	0	31	129%	*	
17	40% of attendees support local economy	46%	51%	0%	0%			*	
18	25% Performers from out of area	46%	65%	0%	0%			*	
19	30% Attendees from out of area	42%	37%	0%	0%			*	
20	80% of attendees are first-time Arts Garage patrons	78%	72%	0%	0%			*	
<b>Revised: Creative City Collaborative of DB: B: Education: Provide relevant and quality visual &amp; performing arts education opportunities that are accessible &amp; desirable for all members of our community.</b>									
<b>OUTPUTS</b>									
26	Summer Children's Programming offered to school aged children include 8-week sessions for Striker's Drumline and Art Boot Camp and one-3 week Musical Theater Workshop	0	0	0	0	0	0%	*	
27	100 Total summer enrollment	0	0	0	0	0	0%	*	
27	\$90,000 Total revenue from camp fees	0	0	0	0	0	0%	*	
28	\$15,000 total raised for camp scholarships	0	0	0	0	0	0%	*	
30	Regular Children's Education Programming offered to school aged children in 8-week sessions for Striker's Drumline, Acting, Chorus, Spoken Word and Dance.							*	
30	200 total annual students	12	10	0	0	22	11%	*	
31	\$25,000 total revenue from class fees	600	0	0	0	600	2%	*	
32	\$25,000 total raised for class scholarships	1,442	0	0	0	1,442	5%	*	
<b>OUTCOMES</b>									
37	Summer Children's Programming offered to school aged children include 8-week sessions for Striker's Drumline and Art Boot Camp and one 3-week Musical Theater Workshop.							*	
37	33% of students are from low income families & will receive some scholarships	0%	0	0	0			*	
38	10% of summer students will enroll in regular children's educational programs throughout the year	0%	0	0	0			*	
39	80% of students will expose a family member to the arts and programming at the Arts Garage throughout end of session performance	0%	0	0	0			*	

4/18/18

Wanjoni Wando





3	500 Ethnically diverse performers	This metric should have been included in the mainstage performance. In both mainstage & alternative & black box performances, 122 of our performers are ethnically diverse.	This metric should have been included in the mainstage performance. In both mainstage & alternative & black box performances, 156 of our performers are ethnically diverse (49%).						
<b>OUTCOMES</b>									
12	Mainstage musical performance per month for a total of 144 shows annually								
13	50% of the attendees support local economy								
14	75% of Mainstage Performers are from out of the area								
15	50% Attendees out of the area								
16	50% of attendees are repeat customers (attending more than one show per year)								
17	Two Alternative and/or Black Box venue performances per month offering at least 24 total performances annually								
18	40% of attendees support local economy								
19	25% Performers from out of area								
20	30% Attendees from out of the area								

This metric should have been included in the mainstage performance. In both mainstage & alternative & black box performances, 122 of our performers are ethnically diverse.

This metric should have been included in the mainstage performance. In both mainstage & alternative & black box performances, 156 of our performers are ethnically diverse (49%).

Our ticketing system does not lend itself easily to identifying this metric. I will look for a more accurate evaluative tool for next quarter.





