



# FORT WAYNE ARTS AND CULTURE RESILIENCE INITIATIVE

Invest in a vibrant future  
for our community.

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# Dear Quality of Life Advocate,

For as long as anyone can remember, Fort Wayne has been an arts town. We're known as a community of innovators, inventors, dreamers, builders, and doers.

Fort Wayne's resilience and success stems from our ability to think creatively, solve problems, and work together. Fort Wayne is the city that saved itself, and it is saving itself once again by focusing on quality of life as our economic driver. Accelerating over the last 12 years, our creative sector contributed to the revitalization of our downtown and the resilient attitude of our people.

Now, our community is being tested by COVID-19. As we stand in resolute support of essential workers and those who have lost a job or a loved one, we begin to turn our attention to our community's recovery. No doubt, Fort Wayne's recovery will be hard-won as we all face the uncertainties of health and economic conditions in coming months and years.

When the pandemic ends—and it will—American cities that retain their quality of life and a unifying sense of cultural identity will surge forward into a position to rebuild their economies, attract and retain talent, and bolster the resilience of their people.

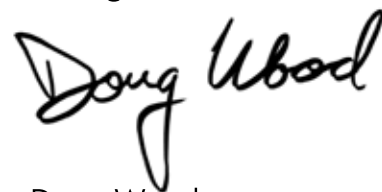
Fort Wayne's arts and culture nonprofits and creative sector workers are resilient. Their leaders are demonstrating all of the qualities of leadership that Fort Wayne needs right now: care for our people, adaptive mindsets, innovative programming, and confidence in the future. They're working together in service to our community, and they're ready to lead the way as standard-bearers and culture-carriers. But they need your financial support and advocacy.

If Fort Wayne fails to invest in the capacity of its arts and culture nonprofits and self-employed artists to withstand this temporary period of disruption, what do we lose? A few institutions? A few logos? A few small businesses?

No. We risk losing our quality of life as we know it. Fort Wayne's future as a vibrant, All-America city is on the line.

As we work together to advance an Arts & Culture Resilience Initiative, we invite you to join us with your advocacy and philanthropic support. By doing so, you will help ensure a vibrant future for Fort Wayne and Northeast Indiana.

With gratitude,



Doug Wood  
Chair of Arts United Board of Directors



Susan Mendenhall  
President, Arts United

## WORKING TOGETHER TO ENSURE A VIBRANT FUTURE FOR OUR COMMUNITY

In the wake of COVID-19, leading arts and culture nonprofits came together in March 2020. Given the realities of social distancing and the economic recession, arts and culture nonprofits anticipate a reduction of revenues of 50% or more for at least 12-18 months, even as they continue to present programming. After appropriate cost reductions, there will still be a significant financial gap.

Their sustainability—and the future of Fort Wayne's quality of life—depends on their ability to be nimble in the short-term and resilient in the long-term. They are working together to learn new skills and technologies, operate leanly and more efficiently, and develop capabilities that can carry on in the future.

They are making smart choices about their individual missions and programs, but all of these nonprofits will need a significant financial bridge to ensure their place in Fort Wayne's future.





# OVERVIEW

## GOAL: ENSURE A VIBRANT FUTURE FOR OUR COMMUNITY.

Together, arts and culture nonprofits are advancing a unified resilience strategy. While the focal point of this program is ensuring the financial resilience of the sector, arts and culture nonprofits must also work together to promote the health and safety of participants and to be innovative in how they sustain their missions.

### Objectives

#### 1. HEALTH AND SAFETY

Work together to develop standards and implement best practices for social distancing for arts, culture, and quality of life programs and participants

#### 2. MISSION AND INNOVATION

Work together to promote adaptive leadership, problem-solving, and nimble decision-making for arts, culture, and quality of life nonprofits

#### 3. FINANCIAL RESILIENCE

With support from our community, establish a mission-critical financial foothold for arts, culture, and quality of life nonprofits for the next 12-18 months

## ANNUAL IMPACT OF 18 ARTS AND CULTURE NONPROFITS

**ATTENDANCE:** MORE THAN 905,000

**ECONOMIC IMPACT:** ABOUT \$50 MILLION

**JOBS:** NEARLY 800

### A Model for Investment and Fundraising

Fort Wayne's arts, culture, and quality of life nonprofits need an above-and-beyond financial investment to ensure a vibrant future for our community. At this time, this financial need is projected to be \$5 million. This document presents an adaptive model to demonstrate how funding can be purposefully invested from September 2020 through August 2021 in nonprofits that meet high standards for program quality, community impact, and financial stewardship.





## HEALTH AND SAFETY: OUR TOP PRIORITY

COVID-19 will be with us for at least 12-18 months, and arts and culture nonprofits are working together to provide the safest environments possible for experiencing arts and cultural programming.

Many traditional arts and culture programs create environments that could further the spread of COVID-19. Social gatherings in confined spaces will be potentially dangerous for people over the age of 65 and those with certain medical conditions unless social distancing guidelines are in place.

Fort Wayne's arts and culture nonprofits are taking appropriate precautions to present programs with adherence to CDC guidelines, recommendations from the Allen County Department of Health, and industry-specific best practices. Social distancing guidelines are likely to be in place for arts and culture programming until a vaccine is widely available and implemented, and even then, until members of the community feel safe to fully participate once again.

### OBJECTIVE 1

### HEALTH AND SAFETY

# HEALTH AND SAFETY: AUDIENCE EXPECTATIONS

Feedback from Audience Roundtables conducted in April and May 2020:

- Participants want to know when it is safe to return and the steps taken to ensure their health and well-being.
- Participants believe that arts and culture nonprofits, artists, and creatives will struggle in coming months, but that their resilience is critical to the community's future.
- Most participants like the idea of a coordinated, unified strategy with arts and culture nonprofits working together.

## Participant Quotes

**“I will feel comfortable doing things where I can socially distance.”**

“I think people will come as long as social distancing guidelines are followed. A 100% capacity event is going to take time. People want space right now.”

**“We are older. For large gatherings, I don't expect to feel safe until there is a vaccine that is proven effective.”**

“Right now, I wouldn't return unless there is a requirement for masks. I would not feel safe sitting shoulder to shoulder in any performance space in Fort Wayne right now without masks.”

**“Being home has been good. All the cancellations felt like dominoes. I feel so guilty for all the times when I said I didn't want to go to school or didn't want to go to choir.”**



# HEALTH AND SAFETY: A PREVIEW OF SOCIAL DISTANCING

**A SAFE AND HEALTHY ENVIRONMENT FOR ARTS AND CULTURE DURING COVID-19**

The number of people that arts and culture nonprofits will be able to serve in a single space or during a single event will be significantly lower over at least the next 12-18 months.

Theatres and concert venues will accommodate seating by skipping seats and rows, filling less than 25% of the seats.

Music, dance, and theatrical productions may be modified to minimize hazards to performing artists. The number of performers on a stage or rehearsal room will be limited, and precautions such as masks and limited props may be required.

Museums and galleries will limit large gatherings and school tours and will likely require reservations and timed arrivals to tour exhibits.

Interactive heritage, theatre, science, and art activities may be limited to what can be safely and easily cleaned after each use. Class and camp sizes will be small and spaced out or completely virtual.

Fundraising galas and festivals will adhere to social distancing by spacing tables, managing auctions, and handling food service.

All spaces will require enhanced cleaning and janitorial services.



# MISSION AND INNOVATION

Arts and culture nonprofits are doing what they do best: creating, adapting, problem solving, and innovating. For the next 12-18 months, and possibly afterward, everything is going to be different. Even though each organization has a different business model, we're all stewards of the community's quality of life. So, we're working together to be prepared to serve the community in the future.

## A Community of Learning

To continue to cultivate a community of learning, arts and culture nonprofits have begun to curate meetings, informative webinars, and classes via online platforms.



Fort Wayne Ballet now offers zoom classes for the community.

## Staying Connected

#ArtStartsHere is a social media campaign that aims to showcase how creativity continues to thrive in quarantine.



Local artists and community members share their images with #ArtStartsHere.

## OBJECTIVE 2

### MISSION AND INNOVATION

# MISSION AND INNOVATION

Arts and culture nonprofits are committed to delivering their programming in new ways because they know, for a time, many audiences and students will be reticent or unable to access programs in traditional venues amongst large crowds.

## Using Technology

Arts and culture nonprofits are using technology to deliver programming online.



View exhibitions at Fort Wayne Museum of Art with their virtual tour.

## Going Virtual

To maintain connection with participants in interactive programming, organizations are implementing more accessible experiences for interaction.



Fort Wayne Youtheatre hosts lessons, like shadow puppet making, Thursdays on Facebook.

# MISSION AND INNOVATION

Most organizations will focus on creating experiences that are smaller, more intimate, interactive, and relationship-oriented. Families, children, and patrons will continue to be able to explore new ideas, understand different cultures and perspectives, and express their individuality. The arts and culture nonprofits are ensuring that our community's quality of life remains high and people stay connected.

## Engaging Community

Organizations are staying in touch with our community through unique events, and more offerings are available at no cost with an increase in online content.



Fort Wayne Philhamonic offered trivia online with Associate Conductor Caleb Young, and Fort Wayne Dance Collective provides free classes every weekday.

# A DIFFICULT DECISION

Some organizations may need to consider hibernation with limited in-person programming during this time. The organizations that make this difficult decision will need to maintain a digital presence, ongoing communication with their participants and donors, and a physical location in order to be prepared for financial recovery and a planned re-entry into the community. They, too, will need a financial foothold and strong board governance during this time.

As we look to the future, many innovative solutions and operational efficiencies will continue beyond the crisis.



## OBJECTIVE 3

### FINANCIAL RESILIENCE

## FINANCIAL RESILIENCE: A LONG-TERM RECOVERY

Arts and culture nonprofits are not in crisis yet, but soon they will be. They are able to weather a short period of disruption through the summer of 2020. Their leaders are very concerned about financially navigating the period of September 2020 through August 2021.

Arts and culture nonprofits and individual artists are drawing from their financial reserves and accessing relief made available through the CARES Act, AWS Foundation, Foellinger Foundation, and the Indiana Arts Commission. All 18 arts and culture nonprofits have applied for Payroll Protection Program loans through the Small Business Administration. These immediate actions will allow arts and culture nonprofits to keep their doors open and their employees paid through September 2020. Many arts and culture nonprofits will have exhausted their financial reserves by this time.

Arts and culture nonprofit leaders are very concerned about their ability to stay in business from September 2020 through August 2021—or until a vaccine, treatment, or herd immunity protects audiences and employees from the possibility of contracting or transmitting COVID-19 through participation.

Even as Governor Holcomb’s “Hunker Down Hoosiers” order or summertime weather result in a decrease in new cases and deaths, health experts warn of periodic spikes that may warrant future stay-at-home orders and additional social distancing restrictions. Spikes are predicted to occur alongside the cold and flu season, just as arts and culture nonprofits launch their next seasons and present holiday programming that provides revenue to fuel their missions year-round.



# FINANCIAL RESILIENCE: A Foothold for the Future

Staying in touch with donors and audience members will be paramount to financial recovery. However, without a significant investment that sustains these essential activities for the period of September 2020 through August 2021, some organizations may run out of financial options.

**In April, the leaders of 18 arts and culture nonprofits met with fundraising counsel Ted Grossnickle and Angela White from Johnson, Grossnickle and Associates to better understand how to negotiate this period of crisis.**

## We learned that:

- During the Great Recession and the recession following 9/11, giving to arts and culture nonprofits was reduced for a temporary period of time as the economy retracted and philanthropic giving was shifted to health and human services.
- Arts and culture nonprofits that stayed in close contact with donors and audience members through increased fundraising and marketing efforts during the period of recession were able to recover much more quickly than those who cut back.
- Following recovery, donors and audiences returned more quickly and even increased their support if they had stayed in contact with the arts or culture nonprofit during the economic crisis.

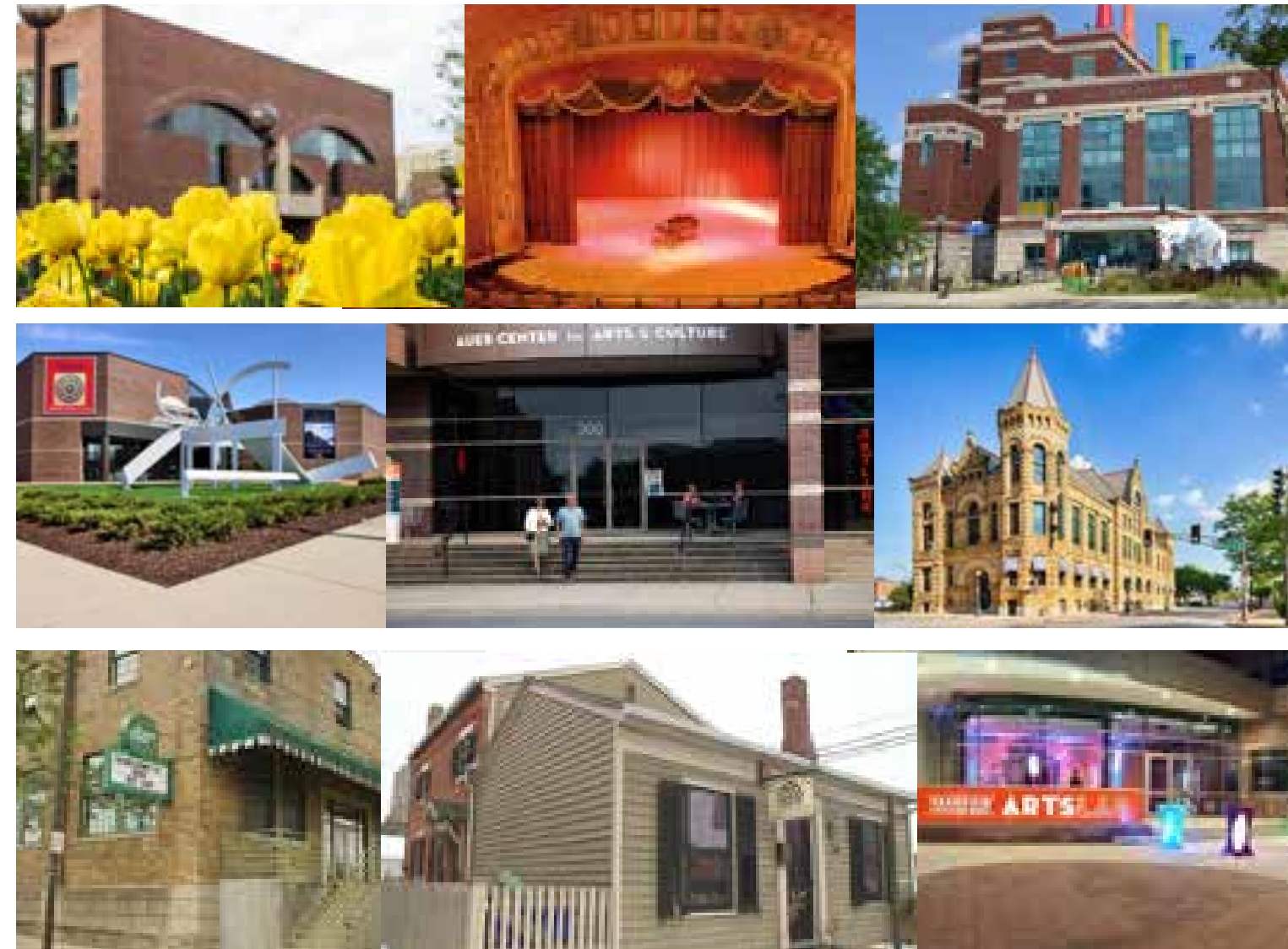
Arts and culture nonprofits depend on contributions from individuals, corporations, and foundations to support **40-70%** of their operational budgets. With anticipated reductions in program revenue, arts and culture nonprofits will depend on contributions to support **60-90%** of their operational budgets for the period of September 2020 through August 2021.

The arts and culture nonprofit leaders concluded that the “penny-wise, pound foolish” solution would be to reduce staffing and resources dedicated toward programming, fundraising, and marketing, even though revenues may not sustain or justify these activities for a temporary period of time.

# FINANCIAL RESILIENCE: Infrastructure and Fixed Costs

Nine of Fort Wayne's arts and culture venues are owned and operated by a network of six nonprofit organizations. These organizations provide the physical infrastructure for arts, culture, and quality of place.

Especially for those organizations that depend on rental revenues from other arts and culture nonprofits, a significant reduction in programming will make it difficult to keep lights on and doors open over the next 12-18 months, and without a financial bridge, to reopen in the future.



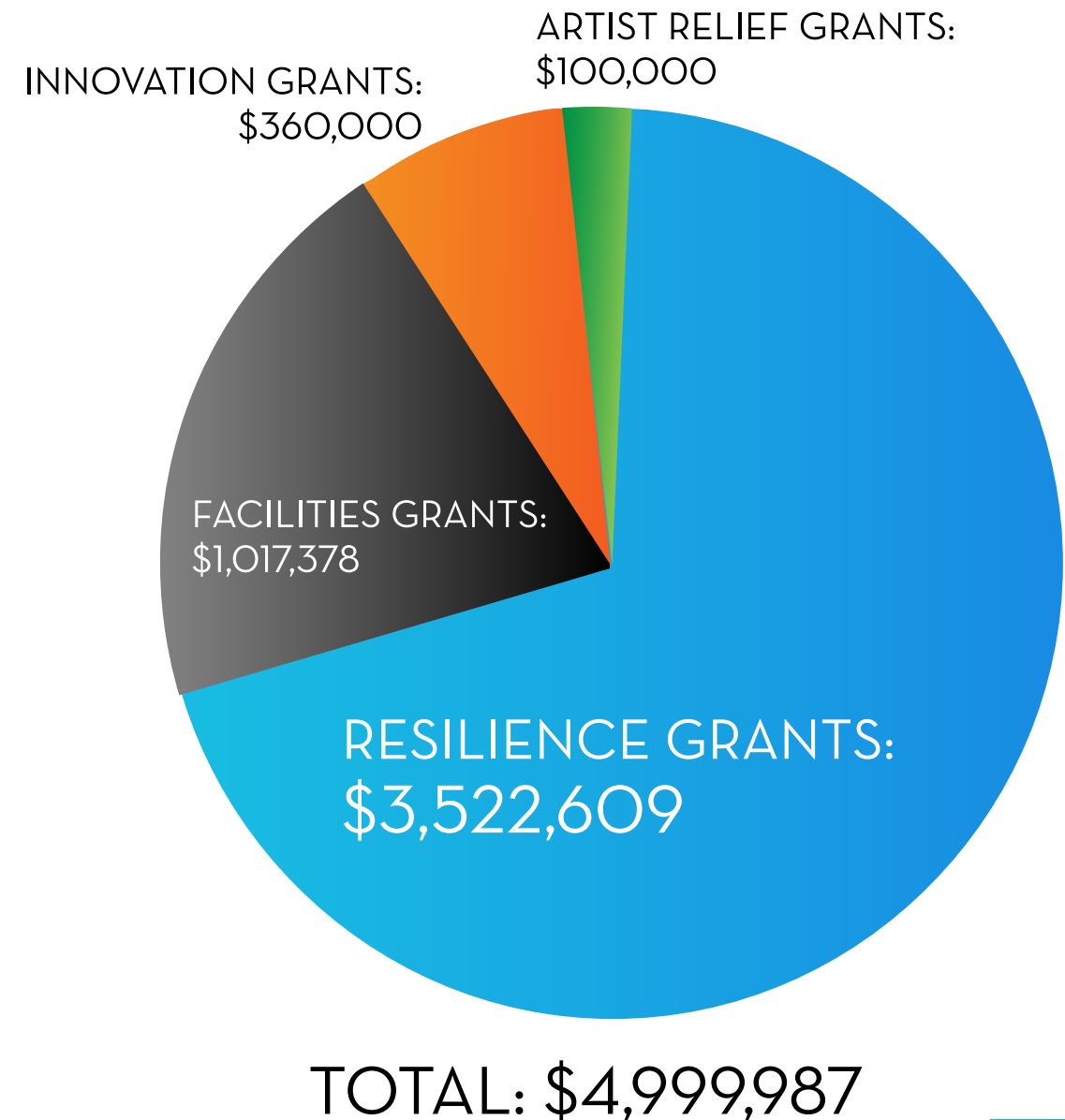


## A MODEL FOR INVESTMENT:

IN THE FUTURE OF ARTS, CULTURE,  
AND QUALITY OF LIFE

## A MODEL FOR INVESTMENT

Fort Wayne's arts, culture, and quality of life nonprofits need an above-and-beyond financial investment to ensure a vibrant future for our community. This document presents an adaptive model to demonstrate how funding can be purposefully invested from September 2020 through August 2021 in nonprofits that meet high standards for program quality, community impact, and financial stewardship. Actual grants will vary based on the amount of funds available, donor preferences, and an in-depth review by the Arts United Allocations Committee of each organization's need and ability to utilize the funding effectively.



# A MODEL FOR INVESTMENT: TIMING OF GRANTS

Arts United have created a model to demonstrate how funds could be meaningfully granted over a period of time to meet currently known needs.

This series of grants would be paced in response to donor interest and the pace of investment. This model of fundraising and grant-making is adaptive to the continual evaluation of need and availability of financial support.

	RESILIENCE GRANTS	FACILITIES GRANTS	INNOVATION GRANTS	ARTIST RELIEF GRANTS	TOTAL
May - July 2020	-	-	-	\$100,000	\$100,000
September 2020	\$880,652	\$508,689	-	-	\$1,389,341
December 2020	\$880,652	-	\$360,000	-	\$1,240,652
March 2021	\$880,652	\$508,689	-	-	\$1,389,341
June 2021	\$880,652	-	-	-	\$880,652
<b>PROGRAM TOTALS</b>	<b>\$3,522,609</b>	<b>\$1,017,378</b>	<b>\$360,000</b>	<b>\$100,000</b>	<b>\$4,999,987</b>

# A MODEL FOR INVESTMENT: ARTIST RELIEF GRANTS

This program is a partnership between Arts United and the Community Foundation of Greater Fort Wayne. Artist Relief Grants support individual self-employed and contracted creatives who have lost income due to COVID-19.

This program is already in place with funding from the John S. and James L. Knight Fund. Arts and culture nonprofits have shared this information with their networks of musicians, dancers, actors, visual artists, and others who depend on contracted work to make a living.

In addition, this program offers technical assistance to apply for Pandemic Unemployment Assistance.



Audiences Unlimited Visiting Artist



Artist Michelle Marqueling



Fort Wayne Dance Collective in-school outreach



# A MODEL FOR INVESTMENT: RESILIENCE GRANTS

Resilience grants will support basic operations, with an emphasis on continued service to the community.

We currently anticipate earned and contributed revenues to be reduced by 50% or more because of social distancing and the economic recession. After appropriate cost reductions, there will still be a significant gap that can be filled in part with Resilience Grants.

Resilience grants are calculated at 20% of total operating budgets over the course of 12 months, and capped at \$500,000. The pacing of grants allows for a quarterly reassessment of need.

**The following is a model that demonstrates how grants could be distributed given our current assumptions and is presented for example only. Actual grants will vary based on the amount of funds available, donor preferences, and an in-depth review by the Arts United Allocations Committee of each organization's need and ability to utilize the funding effectively.**



A MODEL FOR DISTRIBUTING RESILIENCE GRANTS BASED ON CURRENT ASSUMPTIONS

	ANNUAL BUDGET SIZE AUDITED OPERATING EXPENSES LESS DEPRECIATION	GRANT DISTRIBUTION				
		SEPT. 1: 5%	DEC. 1: 5%	MAR. 1: 5%	JUN. 1: 5%	TOTAL: 20%
ARCH	\$170,336	\$8,517	\$8,517	\$8,517	\$8,517	\$34,067
Artlink	\$232,455	\$11,623	\$11,623	\$11,623	\$11,623	\$46,491
Arts United	\$3,245,565	\$125,000	\$125,000	\$125,000	\$125,000	\$500,000
Audiences Unlimited	\$320,958	\$16,048	\$16,048	\$16,048	\$16,048	\$64,192
Cinema Center	\$258,241	\$12,912	\$12,912	\$12,912	\$12,912	\$51,648
Embassy Theatre	\$2,213,114	\$110,656	\$110,656	\$110,656	\$110,656	\$442,623
FAME	\$174,247	\$8,712	\$8,712	\$8,712	\$8,712	\$34,849
Fort Wayne Ballet	\$1,374,210	\$68,711	\$68,711	\$68,711	\$68,711	\$274,842
Fort Wayne Children's Choir	\$468,192	\$23,410	\$23,410	\$23,410	\$23,410	\$93,638
Fort Wayne Civic Theatre	\$1,213,318	\$60,666	\$60,666	\$60,666	\$60,666	\$242,664
Fort Wayne Dance Collective	\$598,538	\$29,927	\$29,927	\$29,927	\$29,927	\$119,708
Fort Wayne Museum of Art	\$2,242,409	\$112,120	\$112,120	\$112,120	\$112,120	\$448,482
Fort Wayne Philharmonic	\$6,002,386	\$125,000	\$125,000	\$125,000	\$125,000	\$500,000
Fort Wayne Trails	\$303,660	\$15,183	\$15,183	\$15,183	\$15,183	\$60,732
Fort Wayne Youtheatre	\$295,015	\$14,751	\$14,751	\$14,751	\$14,751	\$59,003
The History Center	\$1,327,092	\$66,355	\$66,355	\$66,355	\$66,355	\$265,418
Science Central	\$629,487	\$31,474	\$31,474	\$31,474	\$31,474	\$125,897
Unity Performing Arts Foundation	\$791,775	\$39,589	\$39,589	\$39,589	\$39,589	\$158,355
<b>TOTALS</b>		<b>\$880,652</b>	<b>\$880,652</b>	<b>\$880,652</b>	<b>\$880,652</b>	<b>\$3,522,609</b>

# A MODEL FOR INVESTMENT: FACILITIES GRANTS

Facilities grants will support nine arts and culture venues that are owned and operated by six nonprofit organizations. These grants are intended for occupancy costs of utilities and insurance, but not maintenance, personnel, or capital improvement.

Facilities grants are calculated to prevent the permanent closure of these buildings, even if they must be closed temporarily at the advice of local or state health officials. This facet of the model of investment supports the infrastructure of the arts and culture ecosystem.

**A MODEL FOR DISTRIBUTING FACILITIES GRANTS  
BASED ON CURRENT ASSUMPTIONS**

	AUDITED UTILITIES AND INSURANCE COSTS	GRANT DISTRIBUTIONS		TOTAL
		SEPT. 1: 50%	MAR. 1: 50%	
ARCH	\$13,073	\$6,537	\$6,537	\$13,073
Arts United	\$310,224	\$155,112	\$155,112	\$310,224
Embassy Theatre	\$313,374	\$156,687	\$156,687	\$313,374
FWMoA	\$125,720	\$62,860	\$62,860	\$125,720
The History Center	\$114,063	\$57,032	\$57,032	\$114,063
Science Central	\$140,924	\$70,462	\$70,462	\$140,924
<b>TOTALS</b>	<b>\$1,017,378</b>	<b>\$508,689</b>	<b>\$508,689</b>	<b>\$1,017,378</b>

# A MODEL FOR INVESTMENT: INNOVATION GRANTS

Innovation grants support short-term and long-term strategic planning, audience development, and/or the acquisition of technology.

Innovation grants will be invested in arts and culture organizations who can demonstrate how they are becoming smarter, stronger, more nimble, and more effective—both now and for the long-term.

We are creating a community of learning. A requirement of receiving an Innovation Grant will be to share new intelligence, methods, skills, or technology with the larger group of arts and culture nonprofits so that all may benefit.

	DEC. 1: 100%
ARCH	\$20,000
Artlink	\$20,000
Arts United	\$20,000
Audiences Unlimited	\$20,000
Cinema Center	\$20,000
Embassy Theatre	\$20,000
FAME	\$20,000
Fort Wayne Ballet	\$20,000
Fort Wayne Children's Choir	\$20,000
Fort Wayne Civic Theatre	\$20,000
Fort Wayne Dance Collective	\$20,000
Fort Wayne Museum of Art	\$20,000
Fort Wayne Philharmonic	\$20,000
Fort Wayne Trails	\$20,000
Fort Wayne Youtheatre	\$20,000
The History Center	\$20,000
Science Central	\$20,000
Unity Performing Arts Foundation	\$20,000
<b>TOTALS</b>	<b>\$360,000</b>





## A MODEL FOR FUNDRAISING

### FOR THE RESILIENCE INITIATIVE

## A MODEL FOR FUNDRAISING

The Resilience Initiative Campaign must complement, not compete with, each organization's independent fundraising and marketing efforts. Arts and culture nonprofits that are able to maintain relationships with their donors and audience members will be better positioned to rebound when the pandemic is over. The purpose of this initiative is to give them a short-term foothold to work toward long-term sustainability.

Success will require significant financial support from a small number of donors who make significant above-and-beyond investments in the future vibrancy of Fort Wayne.

A request to the broader community could take place in a condensed time frame and communicated clearly, such as:

- "Please support a vibrant future for our community. Here's how."
- "Continue to give to your favorite arts and culture nonprofits. Here is a list."
- "Consider a one-time, above-and-beyond contribution to the Arts & Culture Resilience Initiative."

Donors could include:

- Foundations
- Individuals
- Local government
- Arts United Renaissance Endowment

# A MODEL FOR FUNDRAISING



	GIFT 1	GIFT 2	GIFT 3	GIFT 4	GIFT 5	COMMUNITY CAMPAIGN	ARTIST RELIEF GRANTS	TOTAL
Pending/Committed	-	Arts United Renaissance Fund	-	-	-	-	CFGFW & Knight Fund*	-
May - July 2020	-	-	-	-	-	-	\$100,000	\$100,000
September 2020	\$1,000,000	\$250,000	\$250,000	\$125,000	\$50,000	\$100,000	-	\$1,775,000
December 2020	\$500,000	\$250,000	\$250,000	\$125,000	\$50,000	\$100,000	-	\$1,275,000
March 2021	\$500,000	\$250,000	\$250,000	\$125,000	\$50,000	-	-	\$1,175,000
June 2021	-	\$250,000	\$250,000	\$125,000	\$50,000	-	-	\$675,000
<b>GIFT TOTALS</b>	<b>\$2,000,000</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$500,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$100,000</b>	<b>\$5,000,000</b>

\*Arts United Board of Directors is considering a grant from the Renaissance Endowment to this initiative if other funds can be secured by lead donors.

\*\*CFGFW and the John S. and James L. Knight Foundation have committed \$100,000 to Artist Relief Funds.

## ROLE OF ARTS UNITED

Founded in 1955, Arts United is Northeast Indiana’s only united arts fund and local arts agency. This initiative aligns with Arts United’s mission to mobilize resources to elevate our community’s quality of life.

In the Arts & Culture Resilience Initiative, Arts United will:

### 1. ADVOCATE

- Represent the cultural sector with media, elected leaders, and economic development leaders.

### 2. FACILITATE A NETWORK AND LEARNING COMMUNITY OF ARTS AND CULTURE NONPROFITS

- Keep leaders of arts and culture nonprofits informed by exchanging information via email and virtual meetings.
- Convene and facilitate discussions about community health and safety, innovation, and knowledge-sharing.

### 3. PROVIDE FUNDRAISING AND GRANT DISTRIBUTION

- Advance a community fundraising campaign in partnership with arts and culture nonprofits that provides an opportunity for above and beyond contributions. This program will support and complement, but not compete with, each organization’s individual relationship with its donors.

- Serve as a clearinghouse for dollars committed to the campaign and report to donors regularly.

### 4. ADMINISTER A QUARTERLY PROGRAM EVALUATION

- The Board of Directors will evaluate the Resilience Initiative on a quarterly basis to ensure that it addresses community need and donor expectations. The Resilience Initiative may be adjusted based on new information.

- The Board of Directors will lead a quarterly evaluation process with the board and staff leaders of the participating organizations. The quarterly evaluation will provide the appropriate stewardship and investment of funds. Staff Members administer grant-making and review efforts, but do not make financial decisions or recommendations.

MAKE  
AN  
IMPACT



JOIN US...

... TO PRESERVE FORT WAYNE'S  
QUALITY OF LIFE.

Our future as a vibrant "All-America City" where people choose to live, work, and play is at stake.



JOIN US

... TO SUPPORT NEARLY 800 JOBS.

ORGANIZATION	Full-time Jobs	Part-time Jobs	Contracted Jobs (1099s)	TOTAL
ARCH	2	1	1	4
Artlink	3	3	6	12
Arts United	21	23	12	56
Audiences Unlimited	3	2	80	85
Cinema Center	2	5	2	9
Embassy Theatre	18	4	34	56
FAME	2	3	7	12
Fort Wayne Ballet	21	13	25	59
Fort Wayne Children's Choir	3	12	5	20
Fort Wayne Civic Theatre	10	6	31	47
Fort Wayne Dance Collective	5	1	111	117
Fort Wayne Museum of Art	18	15	2	35
Fort Wayne Philharmonic	51	44	54	149
Fort Wayne Trails	3	1	4	8
Fort Wayne Youtheatre	3	2	18	23
The History Center	7	3	3	13
Science Central	20	30	0	50
Unity Performing Arts Foundation	8	9	15	32
TOTAL	200	117	411	788



# JOIN US

... TO SUSTAIN THE ECONOMIC IMPACT OF ARTS AND CULTURE.

## ECONOMIC IMPACT FROM SPENDING BY 18 ARTS AND CULTURE NONPROFITS AND THEIR AUDIENCES EACH YEAR:

	18 ARTS & CULTURE NONPROFITS:	AUDIENCES:	TOTAL IMPACT:
Total Annual Cash Expenditures	\$24,011,715	\$26,101,383	\$50,113,098
FTE Jobs	893	684	1,577
Household Income	\$19,433,161	\$14,572,141	\$34,005,302
Local Government Revenue	\$905,002	\$1,167,254	\$2,072,256
State Government Revenue	\$1,323,526	\$1,659,787	\$2,983,313

Source: Americans for the Arts, Arts & Economic Prosperity Calculator

# JOIN US

... TO ADVANCE THE MISSIONS AND PROGRAMS OF ARTS AND CULTURE NONPROFITS

Allow them to focus on “the right things.”  
Crisis fundraising is counterproductive for nonprofits and funders.

With support, arts and culture nonprofits can become stronger, smarter, and more effective.



... TO KEEP ARTS AND CULTURE NONPROFITS CONNECTED TO AUDIENCES AND DONORS.

Arts and culture nonprofits that continue to communicate with their patrons, audience members, and donors will rebound more quickly than those who do not.

# ABOUT ARTS UNITED OF GREATER FORT WAYNE

Arts United of Greater Fort Wayne, Inc. is a nonprofit united arts fund and local arts agency that serves the communities of northeast Indiana by fueling the momentum of more than 70 arts, culture, and quality of life initiatives each year.

FOR MORE INFORMATION VISIT [WWW.ARTSUNITED.ORG](http://WWW.ARTSUNITED.ORG).

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