

Application to Wellington City Council for three year contract funding 2010-2013

Organisation: The Fringe Arts Trust
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Attached support material

- Creative Capital Trust Feasibility Study, December 2009 (already given to WCC)
- The Fringe Arts Trust White Paper 2010
- Budget 2010-2011
- Budget 2011-2012

Funding Request

Q1. How much are you applying for per annum?

We are applying for \$120,000 (one hundred and twenty thousand dollars)

Q2. Which services are you requesting support for?

The funding will be used for the delivery of the Fringe Arts Trust's core services to ensure it meets its objectives which are:

- Facilitate and coordinate regular Fringe Festivals in Wellington, New Zealand.
- Encourage and promote artists and the production of artistic events with particular attention given to innovative, experimental and avant garde programmes.
- Raise the profile of participating artists to the public by the development and implementation of appropriate marketing strategies.
- Facilitate, coordinate, and from time to time organise other events and educational activities to support the other objectives of the Fringe Arts Trust.
- Recognise the Treaty of Waitangi as the founding document of Aotearoa, New Zealand.

Q3. If you have been through contract funding before please explain how this differs (or not) from your previous contract?

The Fringe Arts Trust is applying for an extra \$55,000 per annum because for the last three years we have been unable to maintain a sustainable income to pay for the basic services we are tasked to deliver. Historically, the Fringe has had an extra \$20,000 secured when it was Waterfront money and now it has been moved into City Alive. So, for a number of years we have put into our budget - \$85K from the City Council. This financial year, that was reduced from \$20k to \$8k.

After reviewing and improving how we operate over 2009, and an intense (and ongoing) effort to secure sponsorship and other funding for Fringe Festival 2010, the Fringe Arts Trust is currently (as of 5 February) predicting approximately a \$30,000 operating deficit for the 2009/2010 financial year.

At its last monthly board meeting on Tuesday 2 February 2010, the Fringe Arts Trust determined an action plan to minimise this shortfall but this has potential to force the board to wind up the Trust.

Service Delivery

Q1. Describe vision and key goals

The Fringe Arts Trust's vision is:

Fringe – valued by the community as a facilitator of diverse, brave and gob-smacking events.

The Fringe Arts Trust board is committed to:

- Professionalism in its governance and management practices.
- Maintaining a strong brand in which key stakeholders have confidence
- An open access kaupapa

Fringe intends to enhance its position and achieve success for all its stakeholders by:

1. Sustaining its status as a professional, capable organisation.
2. Sourcing, attracting and supporting new and surprising Fringe offerings, in and from outside Wellington.
Providing development opportunities and active assistance to foster the capability of Fringe participants, in anticipation of them producing high quality, signature and 'edgy' events.
3. Creating a strong brand and brand structure that represent the Fringe values by using strategic marketing initiatives.
4. Developing strong partnerships and key alliances to maximise shared strengths.
5. Presenting the annual Fringe New Zealand awards.

Please see the Fringe Arts Trust White Paper 2010 which focuses on the next 12 months.

Q2. What needs to happen within your organisation to achieve that vision?

We need to secure sufficient core funding to employ key staff to secure funding streams and create a professional business operation so that the Trust Board can concentrate on governance and forward planning and the staff can concentrate on operations.

Q3. Key challenges and key opportunities have you identified for the next three years?

Please refer to the Creative Capital Trust Feasibility Study. In short:

Challenges:

- Exhaustion of key people.
- Losing key people and skills, both at a governance and operational level
- Inability to attract sufficient funding for a sustainable future
- Alienation and disappointment of our community and main funders again, as we face another operating shortfall in 2009/2010 financial year and all of the consequences that come out of that failure.

Opportunities:

- Consolidated partnership with the Wellington City Council and other major funders.
- Creation of the Creative Capital Trust.
- Information and learnings provided from the Creative Capital Trust Feasibility Study December 2009.

Strategic fit

Wellington's arts community can be accessed and augmented in the interests of the city's long-term aims as stated in its draft long-term plan 2009-2019 of:

- shaping Wellington's unique cultural identity and;
- supporting growth to enhance quality of life.

We note that, under cultural wellbeing section of the LTCCP, the Council wishes to provide a supportive environment in which arts and cultural activities can flourish and build the city's status as New Zealand's arts and culture capital and 'events' capital.

The first of the Council's two priorities under economic development is to maintain Wellington's reputation as a vibrant, creative and eventful place. There is scope for arts involvement, albeit to a lesser extent, under the urban development and the social and recreation priorities as well.

The Fringe Arts Trust's objectives clearly contribute towards these priorities by:

- providing artists and communities with a platform to develop and implement their artistic, cultural and creative talents;
- providing Wellingtonians, visitors and businesses with the opportunity to experience, invest in or benefit from arts events, many of which are new, emerging and exciting.
- providing economic benefits¹

The Fringe Arts Trust, with the funding from the Wellington City Council will:

- Develop and establish its new operating structure as described in the White Paper 2010
- Develop and action its 2010-2011 business plan including investigate how to assist with Wellington's Rugby World Cup celebrations
- Further develop and implement a financial strategy including a philanthropic plan.
- Review, consolidate and determine its 2010-2013 strategic plan
- Refresh its governance board
- Produce annual fringe festivals for 2011, 2012 and 2013
- Continue to work positively with its community, key stakeholders and participants.

Evaluation

The Creative Capital Trust Feasibility Study December 2009 is a significant report that provides a valuable information and data about the Fringe Arts Trust. This report has been given to the Wellington City Council.

Fringe Festival evaluation

The Fringe Arts Trust continues with its yearly marketing research asking pertinent questions about the Fringe Festival (the questionnaire is available on request). This is done at venues. It is called the **Audience Survey** and graphs are prepared from the data.

Every registered event, under our conditions of entry, is required to fill in a report about their show and their experience. A bond of \$50 is set as an incentive to report back after they have finished their event. We are able to provide a copy of that questionnaire if requested.

The information requested also covers off our reporting back to Creative New Zealand about Kakano Funding which is funding the Fringe Arts Trust's applies for every year and it is given out to Fringe participants through a special funding scheme.

Staff is required to provide detailed evaluation reports after each festival. In 2009, this included:

- Fringe Festival Coordinator's report
- Fringe HQ and Volunteer Coordinator's report
- Publicity and Marketing report
- Fricnic Report
- Intern reports
- BATS Fringe Debrief (provide by BATS)

¹ Fringe Festival 2009 is estimated to have brought \$3,614,036 of new spending into Wellington, ROI for WCC of 38:1 Ref: Creative Capital Trust Feasibility Study, December 2009.

- Audience Survey 2009 feedback report (suggested improvements to Audience Survey)
- One Love Report (Radio Active's Waitangi Day Music Event – Fringe has a promotional stand)
- Fringe 2009 Participants report – summary of each event, what funding it got, whether it reported back to Fringe etc.
- Office operations report

It is our usual practice for the senior staff member (the director or manager) to summarise and present a final summary report to the board (this did not happen in 2009). After the board has considered the report, we usually decide on a round of meetings to review the various aspects that may need to be followed up.

Fringe Arts Trust evaluation

Following the 2009 Fringe Festival, an on-line survey was designed and conducted to provide the Fringe Arts Trust with direct feedback from participants and other stakeholders on Fringe Festival related issues.

In this survey, respondents were:

- A. Asked to rate various aspects of the Fringe Festival 2009
- B. Asked to specify their preferences on specific aspects of the Festival
- C. Given the opportunity to make specific suggestions about what might be done to maintain the success of this event.

Prior to and after Fringe 2009, the Fringe Arts Trust also conducted a series of focus group meetings with participants, venues and other key stakeholders.

The Fringe Arts Trust is audited yearly.

The Fringe Arts Trust regularly reviews its operations and its three year strategy on an annual basis. Please note this process was superseded this year by our efforts and involvement with the Creative Capital Trust Feasibility Study.

After Fringe 2009, the board met to review its situation and its strategy. From that meeting we developed a White Paper to reset our direction. We have updated that White Paper for 2010 (attached).

Partnerships

One of the Fringe Arts Trust's strategic plan priorities is developing strong partnerships and key alliances to maximise shared strengths. We wish to:

- Maintain strategic alliances with WCC, CNZ, Bats and DANZ.
- Target and build the relationship with the New Zealand Festival of the Arts
- Identify and target key funders to establish long-term relationships / partnerships
- Foster key relationships with national and international arts organisations and influencers

Creative Capital Trust Concept

The most significant recent partnership has been working with Cuba Street Carnival Collective Trust and the Wellington City Council on the Creative Capital Trust concept and the production of the Creative Capital Trust Feasibility Study.

Treaty of Waitangi

One of the Fringe Art Trust's objectives is to recognise the Treaty of Waitangi as the founding document of Aotearoa, New Zealand.

The principles of the treaty as expressed by government statements that can be applied specifically to Fringe include:

- The principle of self-management (or the rangatiratanga principle),
- The principle of equality and
- The principle of reasonable cooperation

Fringe provides an environment that nurtures creativity for all New Zealanders. It promotes self management and self expression in an open, non threatening environment and provides tools for Maori and non-Maori to develop and grow talent and expression.

Our unique open-access kaupapa ensures that every New Zealander has an opportunity to express and challenge themselves creatively and artistically if they chose to participate. Fringe's kaupapa is inclusive and supportive.

Ends

THANKS

FRINGE ARTS TRUST Proposed Budget

2010-11

Income**OPERATIONS****Funding/Sponsorship**

WCC - City Arts	120,000	Required	
CNZ Funding	30,000	Sector funding	50% Probability
Community Trusts	10,000	Needs Business Manager	
Sponsorship	2,500	Needs Business Manager	
Operational Income			
Sub-let rent	-	New premises model. Sole tenant	
Interest	250		
Donations	500	Unreliable and never large	
Fund Raising	1,000	Needs Business Manager	
Other Income	500		
Fringe Showcase (Sponsorship)	500	Needs Business Manager	
TRUST INCOME			165,250

NEW ZEALAND FRINGE FESTIVAL**Funding/Sponsorship**

WCC - City Events (Waterfront)	-	Unlikely to receive again	
CNZ: Kakano Funding	46,750		
CNZ: Kakano Admin Fee	8,250		
Community Trusts	25,000	Needs Business Manager	
Sponsorship	20,000	Needs Business Manager	
Fringe Income (Earned Income)			
Participants' Fees	25,333	\$300 x 95	-
Programme Advertising (Web and Print)	-		
Chit Chat Lounge	-		
Fringe Addict Cards	2,667	200 x \$15	
Fringe Hub - Sponsorship	500	Needs Business Manager	
Event Income	1,000		
Other Income	500		
TOTAL FESTIVAL INCOME			130,000

FRINGE INCUBATOR (Non Festival Events)

Presenting sponsor		Needs Business manager	
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	500	
Attendee Fees	444	100 x \$5
TOTAL INCUBATOR INCOME		944

TOTAL INCOME

296,194

Expenditure		
FRINGE ARTS TRUST		
Operations		
ACC	1,468	
Accountancy	6,000	
Amenities	1,000	
Audit Fee	3,500	
Bank Fees	250	
Board Expenses	1,500	
Hospitality	1,000	
Insurance	1,500	
IT Support Services	1,500	
Photocopying	750	
Postage and Couriers	750	
Printing	500	
Rent & Power	10,000	
Stationery and Office Supplies	2,500	
Storage	1,500	
Telecommunications (Ph and Internet)	5,500	
Transport (MV & taxis Non Festival)	250	
Travel	1,000	
Fringe Showcase	2,000	
Office Equipment	500	
Personnel Expenses		
Recruitment	250	
Business Manager	5,000	May June July
Systems Development, Review, Management	1,000	
TOTAL FRINGE ARTS TRUST		

EXPENSES	2,000	49,218
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NEW ZEALAND FRINGE FESTIVAL

Personnel Expenses

Marketing	4,000	
Festival Coordinator	28,000	
Administrator	22,000	
Publicist	6,000	
Additional Program Event Manager	5,000	
Event Manager - Launch/Awards/Event	6,500	
Advertising Coordinator	1,500	
Hub Staff	2,500	
Volunteer Expenses	1,500	
Recruitment	250	
TOTAL FRINGE FESTIVAL PERSONNEL EXP		77,250

NEW ZEALAND FRINGE FESTIVAL

Marketing

Design	25,000	
Print Promotion & Advertising	10,000	
Programme Printing	7,500	
Distribution	7,500	
Market Research	1,500	
Website	12,500	

Festival Operations

Fringe Addict Cards	750	
Transport (MV & taxis)	1,250	

Fringe Events

Event #1	7,500	
Event #2	7,500	
Ticket Purchases (Sponsors/Awards)	1,000	
Fringe NZ Awards	5,000	
Judging Expenses (Fringe NZ Awards)	500	
Chit Chat Lounge	8,000	

Programme Launch	5,000	
Fringe Events	500	
Fringe HUB Venue Hire	1,500	
Fringe HUB Printing and Fitout	1,000	
Grants and Funding		
Kakano Funding for Fringe 09	46,750	
Total Expenditure: New Zealand Fringe Festival		150,250

Fringe Incubator (non Festival Events)		
Workshops/Forums	2,500	
Other Exp	1,000	
TOTAL FRINGE INCUBATOR		3,500

Contingency		
Contingency	15,000	
		15,000

TOTAL EXPENDITURE **295,218**

EXCESS OF INCOME OVER EXPENDITURE **977**

0%

Capital Expenditure One off 2010/11

Computers 3 + Server	5,000	
IT, Phones, Communication	1,000	
Software	2,000	
Office Furniture	3,500	11,500

Personnel Expenses One off 2010/11

Process Development		
Festival	5,000	
Marketing	2,000	
Administration	5,000	12,000

Ticketing System

Investment	30,000	System, EftPos and Computer
Operation Consumables	4,500	10 Weeks @ 450pw

	1,000
Fees	500
Postage Income	500
Set up Fee \$100 x 20	1,778
Ticket Fee	2,667