

I. Executive Summary

The [River Raisin Ragtime Revue](#) (R4), a professional 501c3 nonprofit orchestra based in Lenawee County, seeks to reach an agreement with PlaneWave Instruments, 1375 N. Main St., Adrian, Michigan to establish a permanent home, performance space, and community performing arts venue on the PlaneWave Campus.

Founded in 2002, R4's mission is to educate and entertain audiences of all ages through the performance and preservation of our nation's original popular style of music. R4 is one of only three professional ragtime orchestras in the country and has earned [critical acclaim](#) nationally and internationally for the quality of our programs, recordings, and preservation efforts. R4 regularly partners with major venues, appearing annually at [Greenfield Village and The Henry Ford Museum](#) and presenting regular shows at the [Michigan Theater](#) and [The Ark](#) in Ann Arbor, and the [Detroit Institute of Arts](#). R4 collaborates with [major universities](#) for [workshops](#) and [community concerts](#) and contracts musicians of the highest caliber. Several of our artists serve on the faculties of [major universities and conservatories](#) and perform in [major symphonies](#). We contract guest artists that have included [Pulitzer Prize](#), [Grammy Award](#), and [MacArthur Genius Award](#) recipients. Our organization owns and maintains an important archive of thousands of documents including historic orchestrations, piano sheet music, music histories and musician biographies, records and books. Our collection grew substantially in 2019, when the noted scholar Dr. Karl Koenig, the leading authority of the development of jazz in New Orleans, donated his life's work to R4.

Although based in Tecumseh, R4 is considerably more recognized outside of Lenawee County. R4's annual performances at Greenfield Village attract thousands of listeners. Our eight reference CDs, documenting never-before-recorded American music, have received strong praise from [national and international publications](#). R4 has received consistent annual funding from the Michigan Council for the Arts and Cultural Affairs and the National Endowment for the Arts and receives support from patrons across the nation.

R4 looks forward to this exciting partnership with PlaneWave Instruments, as well as Lenawee County businesses and arts organizations, to create a community performing arts resource that contributes positively to the quality of life and economic well-being of area residents.

Planning Approach

The River Raisin Ragtime Revue has formed a Planning Committee to oversee the planning and creation of Haviland Hall on the PlaneWave Campus. This committee will make sure the business plan is followed and that the opening of Haviland Hall is launched on solid footing. The Planning Committee will also seek members to form a Development and Fundraising Committee to raise money for the initial capital improvements needed to open Haviland Hall. The Planning Committee includes:

William Pemberton, R4 board chair

Kirk Maki, R4 board treasurer

Chris Miller, PlaneWave Instruments

Ben Negron, HOLA, Meijer, Siena Heights University

Brian Gorski, Adrian City Band

Other advisors to the planning committee include:

Paula Holtz, Michigan Economic Development Corporation

Theresa Powers, President of the Elizabeth Ruthruff Wilson Foundation

Jim Rice, retired band director and community leader, Tecumseh

What Haviland Hall will be

Haviland Hall will quickly become an integral part of the arts and entertainment community of Lenawee County, serving as a place where children, young adults, adults and seniors meet to engage with others sharing similar interests in music appreciation, music making and education. Haviland Hall will establish a permanent performance space that allows R4 to expand and improve its abilities to deliver quality educational programs to the arts community of Lenawee County. The hall will serve as a home for a regular R4 concert series combining exciting music with engaging history. Haviland Hall will be home to a curated vernacular/roots music series (ragtime, jazz, bluegrass, folk, Americana, tejano, corrido, norteno, banda, hip hop, rap etc.) in an accessible listening room setting. The diverse styles of music presented will help bridge and build communities within our region. Haviland Hall will provide community ensembles with a quality, intimate, midsize performance space. It will be a place where community members of all ages are encouraged to express themselves through music. It will be the headquarters for a new annual ragtime festival (the Adrian Maple Leaf Ragtime Festival) that highlights noted guest ragtime performers at various restaurants and performance spaces throughout Adrian. It will also host an annual Latino Music and Art festival, in collaboration with the Adrian Art Center. The performance venue will allow R4 to conduct summer youth music classes and camps for area music students. Haviland Hall will serve as a lecture hall for history and musicology presentations. It will function as a recording space for future sessions documenting music from R4's large archive of vintage orchestration. Haviland Hall will serve as a center of research by making our important archive accessible to musicians and scholars. The space will also produce important revenue for arts programming through event rentals (wedding, graduations, corporate events, etc.).

Location

Haviland Hall is ideally situated at the north entrance to the City of Adrian, on the PlaneWave Campus at 1375 N. Main Street. The PlaneWave Campus is on the former site of the historic Adrian Training School, originally founded with the help of abolitionist and suffragist Laura Smith Haviland, for whose memory Haviland Hall is named. R4 is an organization that performs and preserves our nation's original style of popular music. Ragtime was created by the melding of diverse musical elements from Africa, Latin America, Western and Eastern Europe to create a new American music. R4 feels privi-

leged to establish a home associated with Laura Smith Haviland, who worked diligently to secure equality for all Americans, regardless of race or gender.

The location is central to the Lenawee County population and has accessible parking. R4 plans to make Haviland Hall ADA compliant and accessible to patrons with physical disabilities. With its central location and scenic campus environment, Haviland Hall will be a desirable venue for weddings and corporate events, which will help fund an active performing arts schedule.

Programming

Performances — Live performances will always comprise the core of Haviland Hall's programming. Performances will include a subscription concert series presented by R4; weekly community concerts by local, regional and national artists; community ensemble performances; and youth open-mic and solo and ensemble presentations.

Adrian Maple Leaf Ragtime Festival Headquarters — R4 will initiate an annual ragtime festival headquartered at Haviland Hall, with satellite performances by nationally noted ragtime pianists at various Adrian eateries and venues (Farvers, Hooligans, Mammoth Distilling, Rice and Barley Tap House, Cotton Brewery) . The headlining full orchestra festival performance will be presented at Haviland Hall.

Latino Music and Art Festival — Collaborating with the Lenawee Latino community and the Adrian Center for the Arts, Haviland Hall and the PlaneWave campus will host an annual festival celebrating Latino contributions to American culture.

Classes/Workshops — Haviland Hall will serve as a classroom setting for youth summer camp programs led by R4 professional musicians and educators. The hall will also be home to community music workshops for participants of all ages.

Lectures — Monthly lectures on music and history will be presented through partnerships with local and regional universities, historical societies and service organizations.

Research — Haviland Hall will house R4's significant archive of historic orchestrations, piano sheet music, written histories, recordings and other artifacts. R4's collection includes over 5000 (and growing) orchestrations from the turn of the twentieth century. Recently, Dr. Karl Koenig, the leading scholar of the development of jazz in New Orleans, donated his life's work to R4. R4 partners with the University of Michigan School

of Information and local college and high school interns to organize and digitize this important resource.

Recordings — R4 documents American history via recordings of never-before-recorded popular music of past eras. Currently, R4 has eight reference CDs that have received critical acclaim at the national and international level. Haviland Hall will serve as a recording studio for R4's orchestra to further document American music.

Weddings — Haviland Hall's architectural beauty, historical significance, pastoral setting, and accessible location make it an ideal venue for hosting weddings. Wedding rentals, available at times not reserved for performances, will provide critical funding for maintaining the hall and sustaining and growing arts programming. R4 will promote Haviland Hall at wedding expositions and partner with area caterers and event planners to maximize this financial resource.

Corporate Meetings and Events — As with wedding rentals, use of the hall by corporations and organizations requiring meeting space will be offered when the space is not being used as a performance venue.

End of Executive Summary

Operations and Management

Operation and management of Haviland Hall will be undertaken by the River Raisin Ragtime Revue, a 501(c)(3) not-for-profit organization in partnership with PlaneWave Instruments. Haviland Hall's programs will be developed and managed by a paid Executive Director, and supported by a well-organized system of volunteers from both R4's board and the greater Lenawee County community. R4's Music Director, R4's musicians, instructors for classes, and performing artists will be hired on a sub-contract basis. Salaried and sub-contracted employees will be compensated through ticket sales, modest tuition fees, grants, foundation support, membership sales, donations and revenue earned through facilities rentals. As Haviland Hall grows and becomes more established, other full or part-time paid positions may be added to manage educational programs, facilities rentals or marketing and public relations.

Financial Model

The Center's revenue will be generated from facilities rentals, ticket sales, membership dues, program fees, program advertising and sponsorship, foundation support, grants, and fundraising. This plan establishes a revenue goal of approximately \$231,000.00 in the first full year to offset expenses (Operational Budget Appendix A). In addition to annual expenses, approximately \$908,715.00 should be budgeted for renovations (Renovations Costs Appendix B), and another \$242,088.00 should be allocated for equipment and furnishings. Our goal is to raise enough money to pay for renovations, equipment and furnishings, and one year's operating costs before the hall opens, and then utilize rental income and the above listed income sources for sustainable programming.

II. Need

The creation of Haviland Hall as a premier public performing arts center in Lenawee County meets several needs within our community.

- It will help satisfy our community's need for a public space for the performing arts that is inclusive, interactive and inspiring. The opening of Haviland Hall will also provide added opportunities for two underserved communities through targeted programming — local Latinos and area youth.
- It will fulfill R4's need for both permanent performance and archival space.
- Haviland Hall will also provide residents with an outstanding wedding and event space, capable of easily accommodating events for up to 250 attendees.

The creation of Haviland Hall as a community performing arts center will have positive social and economic effects throughout our community. Two recent studies by midwestern arts organizations detail the ways integration of the arts in communities strengthen those communities. A report commissioned by Cuyahoga Arts and Culture (Cleveland), "The Public Benefits and Value of Arts and Culture," focuses primarily on three major types of public benefits — **quality of life**, **economic impact**, and **individual development**.

Quality of Life

The CAC report found that investment in arts and culture contributes to “building local identity and pride of place.” Quality of life is positively affected as arts and culture investments “aid the development of both social capital, which builds connections among people within communities, and bridging capital, which creates links between different communities. Arts and culture can improve public safety and business climate; and they can animate community spaces and neighborhood life. Arts and culture propel aspirations and pathways toward social mobility; and they contribute to communities’ physical and psycho-social well-being.” Haviland Hall will build connections among residents of Lenawee County and contribute to our community’s sense of place. It will be a gathering place for diverse audiences to hear the many styles of music from within our community and beyond. Whether it be via performance of the early American popular music of ragtime, our Lenawee County Latinx heritage of banda, tejano, corrido, and norteno music, classical, jazz or hip-hop, Haviland Hall will serve audiences of all ages and bring people together.

Economic Impact

The CAC report also noted the importance of arts investment for the revitalization of Cleveland, finding that that investment “contributes to local and regional economies, generating jobs and spending, attracting tourists, and making places attractive to businesses and their employees.” The report cited the arts contributing \$1.3 billion dollars annually to the greater Cleveland region alone. Haviland Hall will impact our local economy positively in numerous ways. It will directly employ artists from within our community. It will provide accessible entertainment on a regular basis and encourage patrons to partake in the local economy. For example, concerts are often paired with a dinner at a local restaurant, or followed by cocktails at a local distillery. Concerts featuring national acts will bring in audience members from outside our community and assist our local hotel and bed and breakfast industry. Haviland Hall will also be used as a premier wedding and event venue and contribute significantly to this local industry. As Haviland Hall becomes established as a vibrant venue for the performing arts, it will add to the local quality of life that is considered by companies deciding whether to invest in doing business in Adrian. In a publication titled “Arts and Culture Planning: A Tool Kit for Communities” written by Chicago Metropolitan Agency for Planning (CMAP), the authors state: “While arts and culture are sometimes marginalized and seen as a nice “extra,” they are

necessary ingredients for making communities attractive and vibrant places to live and work.”

Individual Development

Lastly, the CAC study found that arts and culture “... spur creativity and imagination; stimulate empathy and help people make meaning; enlarge tolerance for complexity; deepen cross-cultural understanding; encourage discipline and teamwork; contribute to a sense of personal mastery; and improve performance in other fields...We have seen the arts save kids’ lives and give adults renewed sense of purpose. It’s real.” Haviland Hall will reach out to individual community residents through regular musical performances and activities, interactive youth classes and camps, and family arts and humanities programs. It will provide an important creative outlet for community members of all ages.

A permanent performing arts home for R4

The River Raisin Ragtime Revue has been performing public concerts for diverse audiences since our inception in 2002, without ever having a venue to call home. R4 performs regularly at festivals, partners with colleges and universities for workshops and concerts, and is booked by community venues throughout the Midwest. In order to develop our own programming, we have relied on renting venues at various locations in Southeast Michigan — The Ark and Michigan Theater in Ann Arbor; The Tecumseh Center for the Arts; Washtenaw Community College; as well as numerous churches. Haviland Hall will allow us to have consistent access to rehearsal and performance space for developing new program material. It will also allow us to nurture and grow a consistent audience from the greater Lenawee County region.

A public performing arts venue for local, regional and national talent

Haviland Hall will provide a unique, intimate yet accommodating venue for regular presentations from performers ranging from local amateur talent to national acts. Aileen Rohwer, Executive Director of the Great Lakes Performing Artist Associates, details the need for performance venues of this type in Appendix D. Haviland Hall will promote the vibrancy of the arts community of Lenawee County and not compete with other local performance venues. Instead, Haviland Hall will seek out partnerships with fellow arts organizations and find opportunities to promote each other’s programming through cross-marketing and other means. Haviland Hall will be host to diverse types of musical

performances from within our community, including but not limited to folk, country, jazz, Americana, ragtime, tejano, nortello, banda, corrido, and mariachi.

A designated day each week will be reserved for youth open-mc events. This will provide a public venue for Lenawee County young people to showcase their creative talent and connect with other youths and adult mentors. Haviland Hall will also be available for use for a restarted Lenawee Youth Orchestra program.

A designated evening each week will also be reserved for featuring local Latino music and culture, with a goal of bridging communities within Lenawee County.

Haviland Hall will be a place where local people feel comfortable relating and listening to great music on a regular basis. It will bridge cultures and bring people together.

A secure home for an important archive of American music

R4 is in need of a permanent, safe and secure location for our expanding collection of historic music and artifacts. Haviland Hall will provide both storage and work space for collaborative research projects. R4 works with other musicians, historians, scholars and students to explore the formative years of our nation's popular music. R4's archive includes the recently acquired Koenig Collection, the accumulative work of Dr. Karl Koenig, authority of the beginnings of New Orleans jazz. Haviland Hall will provide a climate controlled environment for this invaluable collection.

A need for public youth music education

Responses from a recent survey by the Elizabeth Ruthruff Wilson Foundation addressed to Lenawee County music educators, cultural venues and school superintendents (Appendix C) expressed a need for private band and orchestra instrumental lessons, access to local quality performances, and summer music day camps for area youth. Haviland Hall will address all of these needs. We plan to offer after-school lessons from our pool of professional artists and host summer music camp programs where youth ensembles are mentored by the professional R4 orchestra. Haviland Hall will also serve as an educational workshop for visiting classrooms from area schools, where students can visit for music and history lessons. And area youth will not only have local access to concerts by professional artists, they will be encouraged to partake in performances on a regular basis.

A wedding and events venue serving our community

Haviland Hall's beautiful, pastoral setting within the City of Adrian will make it a desirable wedding and events venue and provide consistent revenue to help operate artistic programs. R4 has surveyed local and regional wedding service providers and found both need for a quality wedding venue in Lenawee County and a belief that the addition of Haviland Hall will positively impact the surveyed businesses. Services will range from "by the hour" time slots for corporate and nonprofit organization meetings, to weekend package wedding rentals. R4 will market the venue at bridal expositions and collaborate with bridal shops and wedding planners throughout the region. The priority of Haviland Hall will public performances, but facility rentals will provide essential revenue for sustainability.

III. A Vision for Haviland Hall

Mission statement

Haviland Hall is a place that fosters community and cultural enrichment and diversity through the performance arts, classes and workshops. This mission supports the mission of the River Raisin Ragtime Revue, which is to educate and entertain audiences of all ages through the performance and preservation of our nation's original style of popular music.

Vision Statement

Haviland Hall will:

- connect people of all ages with common interests in the performing arts and history
- provide local, regional, and national artists an opportunity to present their work, thereby enhancing the number and nature of cultural activity in Adrian
- help establish R4 as an integral arts organization within Lenawee County
- operate in collaboration with all organizations in the Adrian area involved in the arts

- integrate in many ways with the Adrian Community, bringing business and increased visibility to our restaurants, stores, and lodging facilities. The River Raisin Ragtime Revue believes that arts and cultural activities across all genres and forms of participation enhance personal development, and help shape the social and economic identity of a community. Providing opportunities for people to come together in creation and celebration of the performing arts develops social capital, and strengthens economic development and civic participation.

IV. Management Summary

Governance

Haviland Hall will be managed by the River Raisin Ragtime Revue, a 501c3 nonprofit organization, in partnership with PlaneWave Instruments of Adrian, MI.

Management, Staffing and Volunteers

It is anticipated that an Executive Director will be hired by the River Raisin Ragtime Revue. The Executive Director's salary will be commensurate with his or her ability to generate revenue, raise money and manage Haviland Hall. The success of Haviland Hall will depend largely on the Director's performance. The Executive Director will report to the River Raisin Ragtime Revue board of directors and have the following responsibilities:

- Grant writing and fundraising
- Budget management and financial reporting
- Program development (not including programming of the River Raisin Ragtime Revue, which is the responsibility of the R4 Music Director), scheduling of classes, performances, lessons, and lectures
- Events/performing artists bookings
- Coordinate and collaborate with other organizations

- Organize and supervise volunteers
- Marketing and communications
- Facility Rentals
- Venue management

This person should have experience in the field; demonstrated skills in fundraising, business and management; public relations and and communications experience; and advertising and marketing abilities. The Executive Director will be the local public face of the River Raisin Ragtime Revue and Haviland Hall. Eventually, a part-time Operations Manager may be required to provide additional leadership, ensure consistent operations, help manage ticket sales and event rentals, and be present in the office when the Executive Director is not available.

A successful operation will demand an effective and well-managed network of volunteers. The River Raisin Ragtime Revue will recruit, grow and train a corp of local volunteers to help successful manage the many events that Haviland Hall will bring to the community.

R4 will also work closely with the Lenawee County schools (elementary through college), the City of Adrian, the Adrian District Library, local historical societies, service organizations, and area cultural organizations to coordinate and facilitate events.

As Haviland Hall becomes established and generates more revenue, staff may be added to fill such roles as Education Director, Marketing Director, and Ticket Manager. The growth rate of the organization will determine how rapidly staff is added.

V. Financial Plan

Revenue Generation (see also Operational Budget Appendix A)

- Major funding will be solicited from local, state and national foundations, corporations, service organizations and government agencies to raise initial funds for renovations and the first year operational expenses. These will include (but are not limited to) the Sage Foundation, Hickman Foundation, Elizabeth Ruthruff Wilson Foundation, Stub-

nitz Foundation, Westfall Foundation, Kellogg Foundation, Kresge Foundation, Meijer Corporation, Rotary Club, Kiwanis Club, Michigan Council for the Arts and Cultural Affairs, and National Endowment for the Arts.

- Facilities rentals for wedding weekends, abbreviated wedding services, and corporate or nonprofit meeting space
- Facilities rentals for performing arts organizations/ensembles
- Weekly “listening room” performance ticket sales
- Concessions and merchandise sales at performances
- Sponsorships and donations will be sought for performances and annual programming
- An annual fundraising campaign will be undertaken by R4
- Tuition from summer youth classes
- Performance fees for the R4 orchestra

Marketing

Effective marketing of its programs, events and community services will be critical to the success of Haviland Hall. Along with fundraising, program management, and facilities rentals, marketing will be a major responsibility of the Executive Director with assistance from the R4 Board of Directors and volunteers.

Marketing has undergone a major shift from print media to social media via email, Facebook, Twitter and a host of other web-based operations. Haviland Hall will maximize electronic marketing to patrons, reducing the cost of print advertising. However, Haviland Hall will continue to rely on print media for programs, class and workshop brochures, posters, wedding and event brochures, fliers, press releases and newspaper ads.

Start up costs

The estimate for renovations to make Haviland Hall operational is \$908,715. (Appendix B). Additional start up costs of should be budgeted for equipment and furnishings includ-

ing: tables and chairs for the main seating area, desks, computer and printer, archival shelving, audio and video system, piano, appliances and other business essentials. The total start up costs, including construction costs is estimated at \$1,154,463.

Operating Budget

An Initial Operating Budget has been prepared to identify revenue goals and potential expenses. At this time, the budget makes assumptions based setting reasonable goals. Please refer to Appendix A for further detail.

VI. Strategy and Implementation

Building awareness

The Planning Committee will begin a series of activities designed to build public awareness and support. Such events will be planned in cooperation with the River Raisin Ragtime Revue and PlaneWave Instruments. Additionally, public information sessions, printed communications, press releases to print media, television and radio and a website will continue, building toward an eventual grand opening. R4 will directly contact school music directors, wedding consultants and businesses.

Governing structure

The River Raisin Ragtime Revue (R4), under its by-laws, is capable of incorporating Haviland Hall within the scope of its operation. R4's Board of Directors, in partnership with PlaneWave Instruments, will oversee governance of Haviland Hall.

Hiring an Executive Director

R4 will hire an Executive Director who will assume responsibilities for preparing Haviland Hall's commencement of operations. See Appendix E.

Appendix A — Operational Budget

Appendix B — Renovations and start up costs

Appendix C — Survey Results from Elizabeth Ruthruff Wilson Foundation

Appendix D — Competitive Analysis of Wedding Venues

Appendix E — Executive Director Resume