

# Cafe CODA

## Sample Menu

### Tapas

#### Païroballs---Two delicious grass-fed beef meatballs

Classic Italian w/ traditional marinara

or

Sweet and Tangy w/ sesame soy tomato sauce \$5.

#### Musonic Mushrooms--Two stuffed tasty mushrooms

Roasted Red Pepper w/ onions

or

Tuscan w/ olives, peppers, basil, parmesan \$4.

#### Sonata Satays--Four savory skewes

Marinated chicken thighs w/ peanut sauce

or

Marinated shrimp w/ peanut sauce \$7.

#### Cantada Cheese Plate--Assorted Cheeses

A selection of great wisconsin products

Small \$4.

Large \$7.

#### Fruit Bowl Finale--Assorted grapes and berries

Small \$3

Large \$5.

**CONFIDENTIAL**

# **CAFE CODA**

**A CREATIVE MUSIC VENUE FOR ALL AGES**

## **BUSINESS PLAN**

Prepared November 2017

### **CONTACT INFORMATION**

Hanah Jon Taylor  
hanahvision@hotmail.com  
www.CafeCODAmusic.com

1001 Rutledge Court  
Madison, WI 53703  
608-251-2787

*Prepared by:*  
Hanah Jon Taylor, Musonics, LLC  
Judy Whalen, Center for Strategic Change, LLC  
© 2017 Musonics, LLC. All rights reserved.

# Table of Contents

**Executive Summary ..... 1**

Opportunity .....1

Business Description .....1

Marketing.....2

Financial Forecast .....4

**Definitions ..... 6**

Terminology .....6

**The Opportunity .....8**

Needs Worth Addressing .....8

Cafe CODA's Solutions .....9

**Business Description..... 11**

Programs & Services .....11

Ownership .....13

Experience .....13

**Marketing Plan..... 16**

The Market .....16

Marketing Strategy .....23

**Operational Plan .....26**

Operations.....26

Management Team .....28

**Financial Plan.....31**

Forecast .....31

Financing .....33

Statements .....34

**Appendix .....37**



# Executive Summary

## Opportunity

The Greater Madison Area has three needs that Cafe CODA will address and resolve:

1. A venue specifically designed to meet the needs of creative music artists and offer an intimate, listening environment for patrons
2. Increased economic development opportunities
3. An educational dichotomy

### Cafe CODA's Solutions

Cafe CODA's programming resolves these three needs by:

- Providing a specifically designed venue that provides an intimate, close-to-the-performers listening experience at 1222 Williamson Street
- Provides opportunities to attract musicians and patrons from Milwaukee, Chicago and Minneapolis increasing economic development opportunities
- Broadens the appreciation of the creative musical art form in a community that is growing in diversity by offering music programs that are reasonably priced and some with no cover charge.

## Business Description

Cafe CODA will offer creative music programs Wednesday through Saturday nights and Sunday afternoon September through December and February through May.

Programs are designed to appeal to the diversity in the Greater Madison Area by offering:

- **World Music Review on Wednesdays** - International music from Africa, Latin America, the Caribbean, Asia and Europe will be featured and discussed. Tickets: \$5/person.
- **Latin Dance Jam Session on Thursdays** - Free Latin Dance Lessons from 8-9 p.m. Live music 9 p.m. to midnight. Tickets:\$5/person.
- **Live performances on Fridays** - Featuring regional artists. Tickets: \$10/person.

- **Community Drum Circle at Noon on Saturdays** - No charge. Hand drums provided.
- **Young People's Music Showcase on Saturdays** from 2-5 p.m. - No charge
- **Live performances on Saturdays** - Featuring national and international artists. Ticket prices: \$15-\$25/person.
- **Bring Your Own Vinyl on Sunday afternoons** - No charge. The vinyls will be played and discussed.

**Summer Jazz Camp** - For young people to introduce them to creative music. \$300/child for four-week session. Scholarships available.

**Large-screen Documentaries** - Offered monthly on a Sunday at no charge. Documentaries will focus on specific music artists with video anthologies.

**Kuumba Renaissance Program** - Cafe CODA will have a strategic alliance with Kuumba Renaissance, a non-stock corporation that provides funding for music opportunities for young people who do not have access to music experiences in their community.

## Marketing

### The Location

The location for Cafe CODA at 1222 Williamson Street is on one of the busiest blocks of Williamson Street with high vehicular, bike and pedestrian traffic due to established businesses and residential areas. It will be a 3,419 square foot venue which will accommodate 99 people.

The demographics are favorable with minimal competition. There are no other venues in Madison that consistently provide music programs and performances five days a week.

### Primary Target Markets

Cafe CODA will focus its marketing efforts on three primary target audiences in the Greater Madison Area:

1. Young Madisonians ages 25-39: Size of the market is 92,201 people
2. College Students ages 21-24: Size of market is 32,495 people
3. Adults - ages 40-85: Size of market is 150,658 people

It will also work with organizations that focus on tourists as Dane County is Number 2 in visitor spending in the state.

## Competition

Cafe CODA differs from the large, smaller and restaurants venues listed in this Business Plan in the following ways:

- It offers programming five days a week and some programs are offered without a cover charge.
- It is designed specifically as a Listening Room. (*The differences of the various venues are explained in the Business Plan.*)
- As a Listening Room, it provides a concert grand piano, unlike most of the other smaller and restaurant venues. It also provides a Gretsch Catalina drum set and a string bass. Providing musical equipment is a desired asset when contracting musicians.
- It offers reasonably-priced programming designed to appeal to the diversity of the area's growing population.

## Marketing Strategy

Cafe CODA's marketing strategy focuses on:

1. Musician recruitment - attracting musicians who know Mr. Taylor's reputation and building on their marketing list
2. Audience development - using a variety of media, including broadcast, print, calendar of events, special features, social media, nurturing relationships with restaurants, hotels and concierges and targeting conferences and conventions.

## Operations

The Management Team includes:

- Hanah Jon Taylor - Owner and Artistic Director
- Susan Fox - Business Manager
- Emma Dehlinger - Bar Manager

An Advisory Group of seven highly-accomplished individuals with different areas of expertise provides insight and counsel for success as well as promoting Cafe CODA to their circle of colleagues and friends.



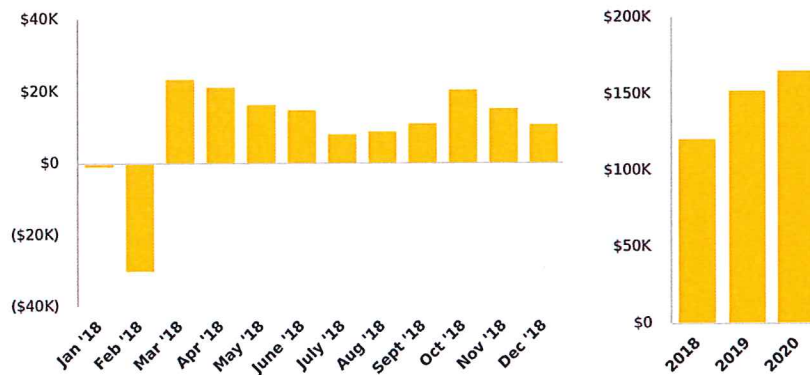
# Financial Forecast

## Assumptions

The financial projections are based on a number of assumptions including:

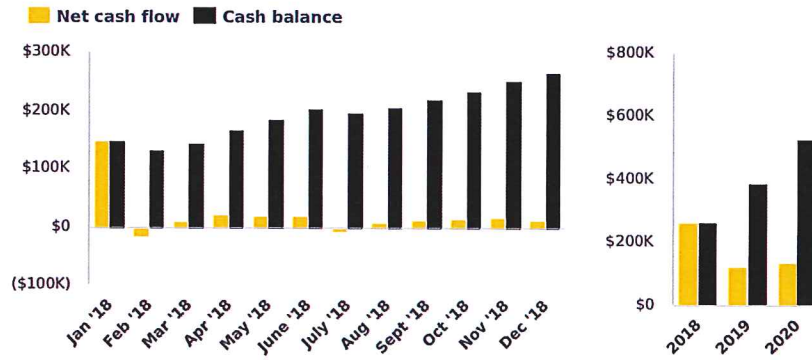
- Estimated attendance at each program
- Food sales are based on 50% of the people attending ordering food at an average price of \$5.
- Beverage sales are estimated for each program with an average sale price of \$6 for Friday and Saturday night performances, \$3.50 for 2 for 1 bar sales, \$4 for the Community Drum Circle and Young People's Showcase and \$5 for Bring Your Own Vinyl and Documentary program.
- In 2018, Cafe CODA will be closed during January, February, the first week of September and the last two weeks of December.
- In 2019 and 2010, Cafe CODA will be closed during January, the first week of September and the last two weeks of December.
- Startup funding needed is \$150,000.

## Net Profit (or Loss)





Cash Flow



# Definitions

## Terminology

The following definitions and descriptions are provided at the beginning of Cafe CODA's business plan to help the reader understand key concepts and terminology used throughout the business plan.

### **Creative Music**

Creative music is music that is composed or improvised for commercial and artistic entertainment venues. It is a music that is presented for the appreciation of listeners vs. music that is a backdrop or background to complement a certain environment.

### **Acoustic Music**

Acoustic music is music that solely or primarily uses acoustic instruments to produce sound. Ex. a violin, piano, guitar, flute, etc. It does not use electronic means to produce sound. It is often referred to as "unplugged music" or an "unplugged" performance.

### **Electronic Music**

Electronic music is music that uses electronic musical instruments, digital instruments and circuitry-based music technology. For example, an electric guitar, a keyboard, an electronic flute, etc.

### **Pedagogical Teaching Method**

There are a number of different pedagogical methods for teaching music. In this business plan, pedagogical method refers to learning music by reading musical notes and written musical works as opposed to learning music through ear training.

### **Types of Listening Environments**

A facility's design impacts the type of listening environment. Cafe CODA's Business Plan defines three listening environments based upon the three categories of competition:

1. **Auditorium:** Large venues with large auditorium-type seating. This creates large distance between the performer and the listener. Ex. The Overture Center.

**2. Concert:** Smaller venues may use theater-type seating typically in rows. Some may have seating in a mezzanine. The distance between the performer and the listener is still large, but closer than the auditorium seating design. Ex. The Barrymore Theater.

**3. Night Club:** Venues with seating for musical performances in the bar or lounge area. The environment is not designed specifically for listening. The distance to the performers is closer than the Concert style seating. There is typically conversation, food service and other activities adding to the background noise. Ex. Liliana's Restaurant.

**4. Listening Room:** A listening room uses concert seating in very close proximity to the performers. The stage is only 8-18" high. The first row of listeners is within four to eight feet from the performers. This intimate seating design of placing patrons close to the performers increases performers' engagement with the audience, enhances the listeners' experience and reduces extraneous conversations. Ex. Cafe CODA's manifestation

# The Opportunity

## Needs Worth Addressing

The Greater Madison Area has three needs that Cafe CODA will address and resolve:

1. A venue specifically designed to meet the needs of creative music artists and offer an intimate, listening environment for creative music patrons
2. Increased economic development opportunities
3. An educational dichotomy

**Need #1: A physical space/facility designed specifically to meet the performance needs of creative music artists and offer a unique listening environment for patrons.** The Greater Madison Area prides itself as being progressive - an area of progressive thinkers, progressive programs and progressive governments. To be truly progressive *in a comprehensive manner*, the arts must be represented in a comprehensive, visible and accessible manner. Consider this example: A community prides itself as being a great place to raise a family. However, the nearest grocery store is 96 miles away. Not providing easy access to purchasing groceries for a family contradicts the community's promoted belief that it is a great place to raise a family. A similar void exists in the creative music arena. Without a venue, creative music artists in the area are denied the opportunity to perform and develop an audience. People who want to enjoy creative music are denied the opportunity of doing so in the Greater Madison Area. Creative music artists and patrons must seek venues in Milwaukee, Chicago or Minneapolis. Consequently, the cultural nourishment of people in the Greater Madison Area is denied resulting in the area not being as progressive culturally as it could be.

**Need #2: Increased opportunities for economic development in the Greater Madison Area.** Currently, creative music performers travel to Milwaukee, Chicago or Minneapolis to perform and build their audience. Likewise, people who want to attend live creative music performances are also forced to travel outside of the Greater Madison Area to partake in a live performance. Both performers and patrons are taking their entertainment, food and lodging dollars with them to the benefit of Milwaukee, Chicago and Minneapolis economies. With a customized space that meets the needs of the performers as well as a uniquely designed listening experience for the patrons, those spendable entertainment, lodging and meal dollars will benefit the Greater Madison Area's economy. According to the study, *Arts & Economic Prosperity 5*, conducted in 2015 by the Americans for the Arts organization with local help from Dane Arts, audiences for arts events contribute \$104 million to Dane County's economy in the form of meals, lodging, parking, child care in addition to the price of tickets.(1) The addition of Cafe CODA to the Greater Madison



Area will draw out-of-town creative music performers and guests who will add to the Greater Madison Area's economy.

**Need #3: Reaching people who are not connected with higher educational institutions and those who are disenfranchised.** An educational dichotomy exists in the Greater Madison Area. In an area that prides itself as being progressive, there are people who do not have access to the cultural resources offered by the higher educational institutions in the area. This includes people who are not involved with UW-Madison, Edgewood College or Madison College and people who are disenfranchised. UW-Madison for example brings artists to campus from all over the world. Yet, these artists have little opportunity to perform off campus and reach people who are not involved with the University. These artists are a phenomenal resource to the Greater Madison Area. Cafe CODA will provide the venue and the opportunity for these artists to perform for people in the area who otherwise would not attend a performance on campus. Consider these numbers for a moment: In 2016 UW-Madison had 21,752 faculty and staff, 43,338 students (undergraduate, graduate, special and professional) for a grand total of 65,090 people.(2) The 2016 adult population for the Greater Madison Area was 383,180.(3) Subtracting the 65,090 UW-Madison people from the total Greater Madison Area adult population (383,180) leaves a huge population group of 318,090 people who are not connected to UW-Madison.

## Cafe CODA's Solutions

Cafe CODA's programming resolves these three needs in the following ways:

### Addressing Need #1: A Customized Venue

- Cafe CODA provides a venue that is specifically designed to meet the needs of the creative music artists. Because of the unique design of the facility and the international reputation of the owner - Hanah Jon Taylor - creative music artists from Milwaukee, Chicago and Minneapolis are attracted to add Madison to their sought out places for performances.
- Cafe CODA provides an intimate, close-to-the-performers listening experience for the patrons. The distance between the listener and the performing artists impacts the listening experience. Patrons at Cafe CODA are in close proximity to the performers which promotes listening instead of patron conversations during the performance. In addition, it enhances musician interaction with the audience.
- Cafe CODA provides opportunities for performers to develop an audience and draw people from Milwaukee, Chicago and Minneapolis. This augments the cultural and artistic diversity of the Greater Madison Area as it continues to emerge as a destination area.

**Addressing Need #2: Increased Economic Development Opportunities**

- Cafe CODA provides opportunities for performers to develop an audience and draw people from Milwaukee, Chicago and Minneapolis thus benefiting the economy of the area by musicians and patrons spending money on lodging, meals and other types of entertainment or recreation.

**Addressing Need #3: An Educational Dichotomy**

- Cafe CODA provides workshops, social gatherings and documentary presentations to enhance the diverse interests of the community and provide an opportunity for young people to develop their creative music skills.
- Cafe CODA addresses and resonates with the present and growing diverse cultural population.
- Cafe CODA makes events available at prices that are affordable for people from all facets of the Greater Madison Area. Some weekly events have no cover charge. Other ticket prices are as low as \$5. The average Friday or Saturday night ticket price is \$10 - \$25.
- Cafe CODA broadens the appreciation of the creative musical art form in a community that is growing in diversity.
- Cafe CODA teaches appreciation of creative music in the manner in which creative music was originally taught – the aural method rather than the pedagogical method of reading music. This appeals to certain people in the Greater Madison Area.

# Business Description

## Programs & Services

Cafe CODA's mission is to broaden the appreciation of creative music in the Greater Madison Area which is growing in diversity. To accomplish this, Cafe CODA will offer creative music programs Wednesday through Saturday nights and Sunday afternoon September through December and February through May.

A variety of formats is planned to attract a diverse audience and keep ticket prices affordable so the diverse Greater Madison Area community members can attend. These formats include:

- **World Music Review on Wednesdays** will be international music night. Each week will feature music from a different culture to reflect the ethnicity of the Greater Madison Area community. Designed as a listening and understanding experience, music from Africa, Latin America, the Caribbean, Asia and Europe will be featured and discussed. Tickets will be \$5. One bartender will pour drinks and appetizers will be available for pick-up at the kitchen window.
- **Latin Dance Jam Session on Thursdays** will feature free Latin Dance Lessons from 8-9 p.m. and live music from 9 p.m. to midnight. The cover charge for the live music is \$5/person. Food will be available for pick-up at the kitchen window. One bartender will be available to pour drinks. Patrons will order beverages at the bar.\*
- **Live performances on Fridays** will feature regional artists. Ticket prices will be \$10/person. Food will be available and delivered to the patrons by wait staff. Two shifts of two bartenders will handle beverage orders.\*
- **Community Drum Circle on Saturdays** at noon offers the opportunity to join a community hand drum circle at no cost. Hand drums will be provided.
- **Young People's Music Showcase on Saturdays** from 2-5 p.m. will be offered at no charge for young people from area high schools to join the High School Jam Session. This activity was very popular at Cafe CODA when it was located at 113 Dayton Street.
- **Live performances on Saturdays** will feature national and international artists. Ticket prices will vary from \$15-\$25 per person. Food will be available and delivered to the patrons by wait staff. Two shifts of two bartenders will handle beverage orders.\*
- **Bring Your Own Vinyl on Sunday afternoons.** There is no cover charge. The vinyls will be played and discussed. Food will be available for pick-up at the kitchen window. One bartender will be available to pour drinks. Patrons will order beverages at the bar.

*\*As size of audience increases, bar and wait staff will be adjusted accordingly.*



**Summer Jazz Camp**

Summer Jazz Camp for young people during July and August will focus on introducing them to creative music utilizing both formative and creative modes of ear training. Enrollment will be \$300/child for each four-week session. The goal is to enroll 25 students each four-week session. Students will attend a full-day program. The morning program will use the pedagogical method of teaching music and the afternoon program will be an improvisers' workshop emphasizing the development of listening and playing in consort with others. To participate, students will be recommended by their music instructor. Scholarships up to \$300 will be made available through Kuumba Renaissance, a non-stock corporation founded by Hanah Jon Taylor and Susan Fox with Arts Wisconsin serving as the fiscal receiver for grants to fund the scholarships. During the first year of the Summer Jazz Camp children may need to provide their own musical instruments. By year two, Cafe CODA, with the assistance of Kuumba Renaissance and the Madison Area Music Association (MAMA) will purchase rental stock instruments for students to use during Summer Jazz Camp.

**Large-screen Documentaries**

Large-screen documentaries will be offered monthly on a Sunday. Documentaries will focus on specific music artists with video anthologies. Tickets are FREE. The bar will be open for the purchase of beverages and food will be available to purchase.

**Strategic Alliance with Kuumba Renaissance**

In addition to the programs described above, Cafe CODA will have a strategic alliance with Kuumba Renaissance. Kuumba Renaissance is a non-stock corporation founded by Hanah Jon Taylor and Susan Fox. The purpose of Kuumba Renaissance is to provide funding for music opportunities for young people who do not have access to music experiences in their community. Arts Wisconsin serves as the fiscal agent for Kuumba Renaissance. This unique arrangement allows Kuumba Renaissance to pursue grants to fund programs that enhance the arts in Wisconsin. The mission of Arts Wisconsin is "Everyone, everywhere in Wisconsin should have the opportunity to experience the arts, and, the arts help grow and sustain economic vitality, education for the 21st century, healthy, vibrant communities, and engaged residents, throughout Wisconsin." An example of Kuumba Renaissance's efforts is its relationship with Mr. Taylor's Musonics' program that takes music activities to at-risk students in schools, neighborhood centers and group homes. Through agreements with school districts, teachers identify potential at-risk students who are not involved in a music program. Because of grant funding secured through the strategic alliances with Arts Wisconsin and other donors, Kuumba Renaissance, working with Mr. Taylor's Musonics program is able to provide musicians to work with these selected at-risk students. The musicians do a diagnostic assessment of what is needed and connect with the percussion, strings, brass and woodwinds teachers. The musicians work with the referred students and encourage them to try instruments they have never had



an opportunity to experience before. The objective of the program is to transform at-risk students into students who are open to exploring new experiences.

## Ownership

Hanah Jon Taylor is the sole owner of Musonics, LLC, the legal corporation that operates Cafe CODA.

## Experience

**Hanah Jon Taylor is known as a musician, educator and organizer.** With a career spanning over 30 years, Mr. Taylor is one of the most inspired musicians on the contemporary scene. He has received the critical acclaim of audiences and media throughout Europe, Scandinavia, the Americas and West Indies. His unique and lyrical persona on the flute, saxophone and wind synthesizer has warranted him as a true master of improvisation.

**Highlights of his musical career:** A few highlights of Mr. Taylor's musical career include appearances with percussionist Steve McCall, saxophonist Roscoe Mitchell, pianist Jobic LeMasson, bassists Rafael Garrett and Malachi Favors and The Colson Unity Troupe, The Ethnic Heritage Ensemble, and the Great Black Music Ensemble of Chicago. In 1986, Mr. Taylor was the co-leader of the first avant-garde jazz ensemble to perform in Havana, Cuba at the 2nd Annual Peoples' International Music Festival. In 1988, he was recognized by Chicago Artists Abroad as a fresh entity of the Chicago jazz community and awarded an Ambassador's grant, sponsoring his first European tour as a bandleader. In 1990, as an ear-trained flutist, he was commissioned by the University of Chicago to organize and direct its first improvisational jazz orchestra. He studied with saxophonists Pharaoh Sanders in Chicago and Steve Lacy in Paris.

**Education:** Mr. Taylor holds a Bachelor of Arts degree in Design and a Master of Science degree in Music Therapy, both from Southern Illinois University, where he studied with designer R. Buckminster Fuller and initiated his research on music and preventative behavior with youth.

**Business Experience:** Over his 30-year career as a professional musician, playing in venues around the world, Mr. Taylor has acquired the knowledge of what makes a creative music venue successful. He knows what professional musicians expect. He knows the facility design that is needed to appeal to creative music musicians and patrons. He knows key performers in the industry, has maintained relationships with them and understands the unique elements of performance contracts. He's aware that using sound business management principles and hiring dependable managers and staff are key to his overall success. Mr. Taylor has launched and operated several successful businesses including the Madison Center for Creative and Cultural Art, the House of Soundz and Cafe CODA at its previous location. He currently operates his Musonics program for at-risk kids, the *Culture Coach* program and Kuumba Renaissance.

**Education Experience:** Mr. Taylor worked as a substitute teacher for private schools, the Chicago Public Schools and the Madison Metropolitan School District for 30 years. His Master of Science degree in Music Therapy led him not only to substitute teaching, but also to developing the Culture Coach program, Musonics program and programs at the Madison Center for Creative and Cultural Arts. He taught music history and world music at the Madison Media Institute and promoted jazz music at Ward-Brodts music store in Fitchburg. He was the Jazz Ensemble director at the University of Chicago from 1989-1993. In addition, he taught flute at the Association for the Advancement of Creative Musicians' School of Music in the 1980s.

**Professional Affiliations:** Mr. Taylor has affiliations with:

- The Chicago-based Association for the Advancement of Creative Musicians (AACM)
- The Jazz Institute of Chicago
- The Greater Madison Jazz Consortium
- The International Jazz Federation

#### **Proven Successes**

Mr. Taylor has operated successful music ventures in the Greater Madison Area and Chicago.

- Mr. Taylor was the **director for the Madison Center for Creative and Cultural Arts for 3.5 years**. The Center offered concerts and multi-arts classes and provided space for numerous dance groups and other small arts operations to hold classes or rehearsals. It closed in 2007 after losing its lease when the rent increased beyond what the Center could afford. The building was eventually sold to make way for a hotel.
- He **operated the House of Soundz** on Williamson Street that featured concerts and programming to benefit the Wil-Mar and Goodman community centers for three years. The landlord decided to not renew the lease after two break-ins resulted in the loss of musical instruments owned by Mr. Taylor.
- Mr. Taylor **directed Freedom Fest** and secured world-class performers such as Archie Shepp, Sonny Fortune, Richard Davis, Cecil McBee, Edward Wilkerson and acclaimed Chicago singer Dee Alexander and Corey Wilkes and Roscoe Mitchell of the legendary Art Ensemble of Chicago.
- In 2000, Mr. Taylor **developed the highly successful Musonics program** through which school districts contract for an "Artist in Residence" for Special Education classes and at-risk students. The Artist in Residence works with students from January through May. The program provides students the opportunity to be exposed to instruments they would not otherwise touch or play. The program also contracts with Group Homes or with programs that serve adolescents who are wards of the State. The program is currently preparing for the January, 2018 season.

- The most recent successful effort was **Cafe CODA's original location at 113 West Dayton Street in Madison**. This venue was successful in drawing audiences and meeting expenses. The building is being re-purposed for a boutique hotel. Cafe CODA was left looking for its new location which is what led to this business plan to relocate to 1222 East Williamson Street.

#### **Local Awards**

Mr. Taylor is the recipient of numerous awards during his 30-year music career. Local awards include:

- Best Jazz Artist, Madison Area Music Awards, 2005
- Best Instrumentalist, Madison Area Music Awards, 2005
- Best Jazz Artist, Madison Area Music Awards, 2006
- Best Jazz Song, "Free Will," Madison Area Music Awards, 2006
- Jazz Personality of the Year, *Isthmus* Jazz Festival, 2006
- Featured in "32 People You Should Know," *Madison Magazine*, November, 2010.



# Marketing Plan

## The Market

### The Neighborhood

The concept of a creative music venue and Hanah Jon Taylor, the owner of Cafe CODA, have been well received by other business owners on Williamson Street and in the Marquette Neighborhood and by the City of Madison.

The venue at 1222 Williamson Street is an ideal location on one of the busiest block of Williamson Street. The 1200 block of Williamson Street location has high vehicular, bike and pedestrian traffic due to established businesses and residential areas. Long-established businesses on the 1200 block of Williamson include: the Willy Street Co-op which draws customers seven days a week; the Weary Traveler Restaurant; Buraka Restaurant; the Tinnen Family Chiropractic Office; the Brandt Investment Group; CMI Management, LLC; Change Boutique; Hatch Art House; Red Sage Health; the Hazel General Store; and Pieces Unimagined.

According to the City of Madison's *Average Weekly Traffic Volume Report*, the average weekday traffic count for Williamson Street between Ingersoll Street and Baldwin Street where Cafe CODA will be located is 15,900 vehicles.(4)

Cafe CODA will be a 3,419 square foot venue which will accommodate 99 people. It also will house the Cafe's Summer Jazz Camp in July and August. With Madison's growing population, the diversity of the community will continue to increase. Cafe CODA's creative music programming is designed to reflect and support the community's ethnic diversity by offering programming such as World Music Review, Latin Dance Jam Night and other modern contemporary music performances.

The demographics are favorable, with minimal competition from other creative music venues and bars. There are no other venues in Madison that consistently provide music programs and performances five days a week.



**Size of the Market**

Madison and Dane County led the state in population growth from 2015 to 2016. In addition, the surrounding communities of Sun Prairie, Fitchburg, and Verona were also among the top 10 communities that had the largest gain in population. The chart below from the *Wisconsin State Journal* article "Madison, Dane County lead the state population growth in latest U.S. Census estimates" by Logan Wroge published May 27, 2017 shows the growth rate of Madison, Verona, Sun Prairie and Fitchburg.(5)

**Top Ten Gainers**

Four Dane County communities are among the top 10 villages and cities that experienced the most growth from 2015 to 2016, according to the U.S. Census Bureau.

Municipality	County	Population growth	2016 population	Percent growth
Madison	Dane	3,938	252,551	1.6
Fitchburg	Dane	921	28,875	3.2
Oak Creek	Milwaukee	686	35,881	1.9
Menomonee Falls	Waukesha	674	36,769	1.9
Eau Claire	Chippewa/Eau Claire	537	68,339	0.7
Sun Prairie	Dane	504	32,820	1.6
Verona	Dane	448	12,969	3.6
Suamico	Brown	410	12,588	3.4
Wauwatosa	Milwaukee	346	47,945	0.7
Hobart	Brown	327	8,599	3.9

According to information in a report from the Capital Area Regional Planning Commission, Dane County growth has outpaced projections. Based on estimates released March 23, 2016 from the U.S. Census Bureau, Dane County had the largest numerical and percentage increase of any county in the State of Wisconsin. Dane County is growing faster than projections. The study reports, "The Wisconsin Department of Administration projected Dane County to grow to 42,547 over the 10-year period of 2010 to 2020. The County, however, already passed that number by 2016."(6)

Market Segmentation

Population by Market Segment

City	Total Population	Ages 21-24	Ages 25-39	Ages 40-85
<b>Contiguous</b>				
Madison	233,209	26,225	59,461	84,794
Middleton	17,442	932	3,831	8,414
Monona	7,533	288	1,391	4,367
McFarland	7,808	233	1,404	3,864
Maple Bluff	1,313	20	168	810
Fitchburg	25,260	1,552	6,372	9,584
Shorewood Hills	1,565	20	143	971
Sun Prairie	29,364	1,335	7,499	11,401
Verona	10,619	300	2,152	4,774
<b>TOTAL</b>	<b>334,113</b>	<b>30,905</b>	<b>82,421</b>	<b>128,979</b>
<b>Within 21 Miles</b>				
Cottage Grove	6,192	185	1,437	2,391
DeForest	8,936	296	1,984	3,805
Oregon	9,231	306	1,855	4,086
Stoughton	12,611	483	2,480	5,875
Waunakee	12,097	320	2,024	5,522
<b>TOTAL</b>	<b>49,067.00</b>	<b>1,590.00</b>	<b>9,780.00</b>	<b>21,679.00</b>

Source: U.S. Census Bureau

The chart above shows population totals in each of Cafe CODA's three market segments based on figures from the U.S. Census Bureau for years 2010,2011, 2012, 2013, 2014, 2015 and 2016. (7)

The programming, location and culture of Cafe CODA will appeal to three major market segments.

1. **Young Madisonians:** With the growth in the community of young professionals due to the growth of businesses such as Epic, Nordic and others. Cafe CODA will appeal to single adults and young couples. Young Madisonians are transplants or indigenous to the community. Whether it is a group of friends or a couple wanting a friendly option of dinner and a movie, this market segment needs a place to relax and enjoy outstanding creative music. These customers will range in age from 25 to 39. Cafe CODA will appeal to this category by switching the tempo and entertainment of typical nightclubs to a more appealing program format featuring good listening music instead of blaring rock music and a uniquely designed intimate, listening environment combined with discussion and commentary about the music and or musician. Programming such as Latin Dance Jam Night and Bring Your Own Vinyl will be more attractive to this market segment than programming other nights. An interesting new trend is that the sale of vinyl records hit a 25-year high in 2016 - the ninth consecutive year the sales of vinyl have grown. In addition, it is not just the older folks embracing the vinyl format of music. According to Vanessa Higgins, the CEO of Regent Street and Gold Bar



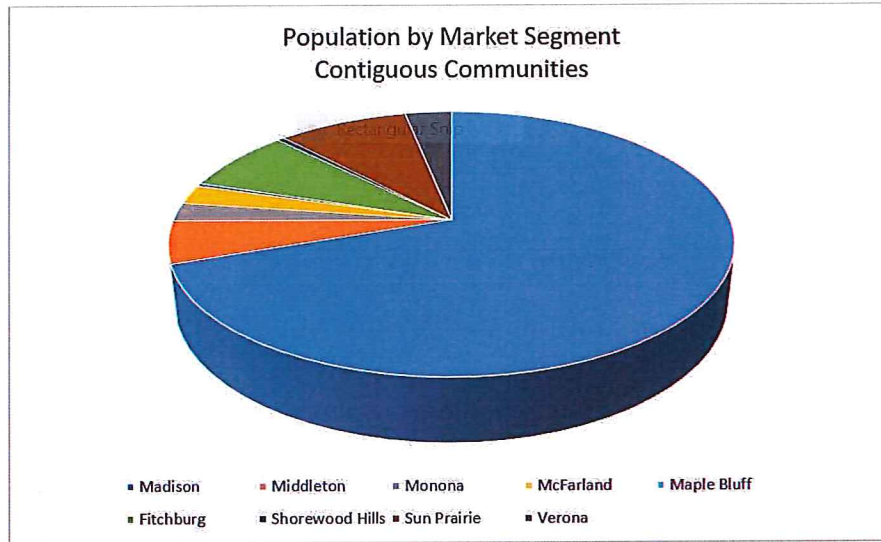
Records, "People think millennials just stream and are just digital but actually I think we are going to see increasingly over this coming year that young people still want something tangible and real and that's where vinyl is taking on the role that the CD used to have."(8) Young Madisonians may find the weekend programs appealing because of the ambiance of the music – a hybrid fusion of jazz and contemporary music. Ticket prices of \$10 to \$25 are within the range of Young Madisonians' entertainment dollar. Collectively, Young Madisonians ages 25-39 years in the Greater Madison Area total 92,201 people. We anticipate a 5% annual growth rate for Cafe CODA based upon the projected growth rates of these communities and through increased popularity and marketing of Cafe CODA.

2. **College Students:** By creating an environment that appeals to college students, especially music students, Cafe CODA can secure a natural progression between the college student and the young professional. Through word of mouth and developing strategic alliances with university professors at UW-Madison, Edgewood College and Madison College, Cafe CODA expects to maintain the number of participants in this market segment. Because of the transient nature of students, it is difficult to predict an increase. The size of this market segment of ages 21-24 in the Greater Madison Area is 32,495 people.
3. **Adults Ages 40- 85:** Adults who enjoy creative music is the third market segment for Cafe CODA. The intimate listening environment of Cafe CODA will appeal to older adults who want to listen to high quality music in an environment that is designed specifically for listening. While these people may be patrons of larger venue cultural events, they may also prefer smaller venues without loud music and loud patrons. They are people who enjoy learning more about the music they enjoy. They are able to pay the \$10 -\$25 ticket prices for a Friday or Saturday night performance. Adults 40 to 85 in the Greater Madison Area total 150,658.



**Population Figures by Market Segment**

The pie chart shows the populations of the communities contiguous to Madison.



**Tourists and Out-of-Town Creative Music Enthusiasts** – In addition to the three market segments identified above, Cafe CODA will market itself to tourists and music enthusiasts from the surrounding area and from the large metropolitan areas of Milwaukee, Chicago and Minneapolis. More and more tourists are finding themselves in Madison every year as is evident by the increased demand and subsequent expansion of the local airport, lodging and restaurants. Dane County's visitor economy grew 7% in 2016. (8) According to the article by Barry Adams, "Tourism spending up for state and Dane County," published May 6, 2017 in the *Wisconsin State Journal*, Dane County was No. 2 in visitor spending and outperformed the state average, increasing 5.2 percent to just over \$1.2 billion." According to the article, Dane County "is home to a wide range of events, meetings and destinations that draw in a cross section of leisure and business travelers from around the world. In 2016, events included five major national environmental conventions, new sporting events- like the Boomerang National Championships - and thousands of visitors to Epic Systems Corporation in Verona." Many of these visitors seek out other entertainment while in Madison. We plan to reach these people through marketing in local papers, radio and event announcements through the Greater Madison Chamber of Commerce and Greater Madison Convention & Visitors Bureau. We plan to attract music enthusiasts by collaborating with the contracted performers to market to their audiences. We anticipate a 5% annual growth rate in this segment as our relationships grow with the local media, musicians and word of mouth recommendations from hotel, convention, and restaurant staff. We will

publish current programming on Cafe CODA's website ([www.cafecodamusic.com](http://www.cafecodamusic.com)) and Facebook page (<https://www.facebook.com/CafeCodaMadison>) to create awareness of events, location and ambiance.

### The Competition

The competition in the Madison area falls into three categories.

1. Large music venues
2. Smaller music venues
3. Restaurants featuring jazz in the bar.

The **LARGE** music venues include the following:

- Overture Center
- Barrymore Theater
- Majestic Theater
- UW Memorial Union Federic March Play Circle
- Orpheum Theater
- UW Morphy Recital Hall\*
- UW Mills Hall\*
- UW Playhouse\*

*\*The UW Jazz Orchestra plays at a variety of UW facilities.*

Tickets for these large venues range from no charge to \$112+ depending upon the type and popularity of the performance.

The **SMALLER** venues include the following:

- The Arts + Literature Laboratory
- The Alchemy Cafe
- Babes
- Brocach
- Mason Lounge

- North Street Cabaret
- Sequoia Library - reservations required for room use
- The Nomad World Pub
- The Brink Lounge
- The Tip Top Tavern
- Madison Central Libray
- The Gates of Heaven Synagogue - by reservation only through the City of Madison Parks Division
- Jazz at Five (seasonal outdoor venue in August and September)
- Twist

Ticket prices for these venues range from no charge to \$15.

The Arts + Literature Laboratory is the organization that most closely competes with Cafe CODA in terms of programming. However, the significant difference is the Laboratory offers programming only once per month and does not offer any alcohol. Cafe CODA will be offering programming five days a week on a consistent basis. It also will serve alcohol and food.

**RESTAURANTS** that feature jazz in the bar include:

- Liliana's
- Louisianne's
- Madison's Bar
- Madison's Lower Bar
- The Ivory Room
- Zuzu Cafe

Many of these are offered at no charge . These venues offer jazz one or two times a week. None offer it five times a week. None of these venues have a uniquely designed listening environment.

**Cafe CODA's Primary Competition** is the following:

- The Arts + Literature Laboratory (offers creative music programming once a month)
- The Brink Lounge -(offers music programs contingent upon weddings or other special event reservations)



## Marketing Strategy

The Marketing Plan for Cafe CODA includes the following efforts:

- **Musician Recruitment:** During Hanah Jon Taylor's 30-year music career, he developed relationships with musicians throughout the United States and Europe. Over the years, he has maintained these relationships and reciprocated performance "gigs" with many of them. As Artistic Director, he will recruit musicians for performances at Cafe CODA by personally contacting them. He will share information about Cafe CODA's programming and audience, asking for a commitment to perform, confirming dates and finalizing musician contracts.
- **Audience Development:** Building an audience for contracted musicians is as important as providing high quality creative musicians for performances. A variety of media and personal appearances/interviews will be used to promote Cafe CODA and attract the type of audience that appreciates creative music. Susan Fox, Cafe CODA's Business Manager will coordinate the implementation of this aspect of the Marketing Plan. The various efforts that will be utilized include:
  - Broadcast interviews. Media that will be nurtured to include feature stories/spots include:
    - Local and regional TV stations
    - Radio station WORT
    - Radio station Z-104
  - Print media feature stories. Media that will be nurtured to include feature stories include:
    - *Madison Magazine* (A feature titled: *Hanah Jon Taylor is a champion for Madison Jazz* was just printed/posted Oct. 22, 2017)
    - *Isthmus*
    - *Brava*
    - *InBusiness*
    - *Madison Essentials*
    - *Madison Newspapers, Inc. (The Wisconsin State Journal, The Capital Times)*
    - *Madison 365*
    - *Capital City Hues*
    - *Tone Madison*
    - *Maximum Ink Newspaper*

- *Capital City Hues*
- *Umoja Magazine*
- Listings on a variety of Calendars of Events- print and online - featuring music events for the Greater Madison Area including:
  - *The Isthmus'* calendar of music events
  - The Greater Madison Chamber of Commerce calendar of events
  - The Greater Madison Convention and Visitors' Bureau calendar of events
  - Madison Jazz Society calendar of events
  - Madison Music Collective
  - JazzInMadison.org
  - Z-104 Calendar of Events
  - Eventful Madison - madison.eventful.com
  - Tone Madison
  - Madison 365
- Social Media promotion on the following sites:
  - CafeCODAmusic.com
  - Facebook.com/CafeCodaMadison
- Nurturing relationships with Greater Madison Area restaurants, hotels and concierges so they are aware of Cafe CODA and can make referrals when their guests seek information on entertainment.
- Marketing to contracted musicians lists of supporters
  - As part of the contract, Cafe CODA will market to the musician's audiences/list of supporters.
- Targetted conferences/conventions in Madison
  - Participants at certain conferences/conventions in the Greater Madison Area may have interest in an evening performance after their conference adjourns for the day. Hanah Jon Taylor and/or Susan Fox will contact conference/convention

organizers to promote Cafe CODA and to explore opportunities for a special event or special pricing at Cafe CODA. Ex. Wisconsin Music Educators Conference, Wisconsin State Music Conference, Madison Songwriters Conference & Festival.



# Operational Plan

## Operations

### Location

Cafe CODA will be located at 1222 Williamson Street, Madison, Wisconsin. Willy Street is an ideal location because it is in a high visibility, high traffic area - vehicular, bike and pedestrian traffic. It is located directly across the street from the Willy Street Co-op which draws customers seven days a week. The Williamson-Marquette neighborhood is a thriving, diverse neighborhood with a balance of commercial, industrial and residential development.

### Equipment

Cafe CODA owns the following equipment:

- Yamaha C7 7'6" Concert Grand Piano
- Gretsch Catalina drum set
- 12 African djembe drums
- 1 acoustic string bass
- A full sound system
- 75 chairs
- 15 cocktail tables
- Staging
- Glassware
- Stemware

Owning the grand piano, the string bass and the drum set is an attractive asset when contracting musicians. In the case of a bass player and a drummer, it reduces the cost of airfare/shipping as the bass and drum set is provided.

**Staff**

The staff of Cafe CODA includes the following:

- Proprietor/Owner - Hanah Jon Taylor
- Artistic Director - Hanah Jon Taylor
- Business Manager - Susan Fox
- Bar Manager - Emma Dehlinger
- Bartenders - two shifts of two bartenders on Thursday, Friday and Saturday; two shifts of one bartender on Tuesday and Wednesday
- Wait staff - two wait staff on Friday and Saturday
- Technology and Social Media - Gabriel Taylor

A General Manager will be hired by Month Four. The management team prefers to handle operations initially to ensure systems are working properly before hiring a General Manager.

**Vendors**

Cafe CODA will use the following vendors:

- Sweet Tea Catering
- Frank Beverage Group
- Greater Insurance Service Corporation
- Beckett Tax and Accounting, LLC
- Things Reimagined

**Pricing**

Cafe CODA's ticket prices will vary with the type of entertainment program

- Wednesday's World Music Review: \$5/person
- Thursday Latin Jam Dance Night: \$5/person
- Friday night performances: \$10/person
- Saturday performances: \$15-\$25/person

- Saturday's Community Drum Circle - No cover charge
- Saturday's Young People's Music Showcase - No cover charge
- Sunday's Bring Your Own Vinyl: No cover charge
- Sunday Large-Screen Documentaries: No cover charge
- Summer Jazz Camp: \$300/student/four-week session

## Management Team

The Management Team consists of:

- Hanah Jon Taylor - Proprietor, Artistic Director, Facility Manager
- Susan Fox - Business Manager
- Emma Dehlinger - Bar Manager

Within four months, a General Manager will be hired to join the Management Team. Until that time, the three-person Management Team mentioned above will handle all management responsibilities. The team is taking this approach so they can be hands-on in the early startup, experience the needs of the business, make decisions and determine how the position of the General Manager will best function. In addition, Mr. Taylor brings extensive experience as to the conditions and environment that works best for the performers and the listening experience. He wants to ensure the details and desired listening environment are in place, functioning well and embedded in the culture of Cafe CODA before handing the overall responsibility to a General Manager.

### Experience

#### **Susan Fox - Business Manager**

Susan Fox is a seasoned management professional. During her career, she has worked in management roles in both the cultural arts field and in environmental analysis.

Most recently, Ms. Fox is the co-founder and Administrative Consultant of Cafe CODA. She handled the day-to-day management of Cafe CODA at its former location of 113 Dayton St. At its new location of 1222 Williamson St., Ms. Fox will manage the administrative functions including marketing, finance, staff management, ordering supplies and community relations.

After retiring from the Wisconsin Department of Transportation as an Environmental Analyst, Ms. Fox utilized her energy and expertise to benefit cultural arts organizations. She has had roles with:



- The Madison Center for Creative and Cultural Art providing administrative support, writing grants and managing projects
- The Jazz Institute of Chicago updating their membership database and managing the membership renewal process
- The Elastic Arts Foundation in Chicago preparing grant proposals and community outreach

Ms. Fox currently provides consulting services to:

- Opera-Matic NFP in Chicago representing the organization at meetings and events, preparing grant proposals and working with the Board of Directors to fulfill the mission of the organization.
- The Greater Madison Jazz Consortium in Madison as the nonprofit partnership consultant and K-8 Program consultant developing relationships and assisting with the *Live Soundz* program for young people at the Goodman Community Center and the *Music Matters* program at the Boys and Girls Club of Dane County with the Wisconsin Chamber Orchestra
- *Culture Coach* Project in Chicago and the Logistics/Site Manager coordinating a 30-concert season featuring 30 live bands for Chicago Park District's Night Out in the Parks and Chicago Department of Cultural Affairs and Special Events Farmers Markets.

### **Emma Dehlinger**

Emma Dehlinger has extensive experience as a bartender and a bar manager. She is the bar manager at The Fountain, Cafe CODA's previous location. Ms. Dehlinger was the assistant bar manager and bartender at The Cardinal for six years and The Eldorado Grill for one year. She has served as the Emcee for the *RAW:natural born artists* showcase event and was a Direct Service Provider for Integrated Development Services. She graduates from Edgewood College December, 2017 with a Bachelor of Arts degree in Art Therapy with a minor in psychology. As Bar Manager, Ms. Dehlinger will manage all functions related to beverage service including stocking the bar, pricing, staffing and training, scheduling, inventory control, training in the use of the Point of Sale software system.

### **Advisors**

Launching and successfully managing a creative music venue and cultural center designed for the listening experience requires a variety of expertise, licences and positive community relations. Cafe CODA is fortunate to have seasoned professionals who have succeeded in their fields and are highly regarded in the Greater Madison area and the jazz community.

Cafe CODA has two teams of advisers. One for business management insights and advice and the other for construction build-out advice. In addition, Cafe CODA also has legal counsel and financial professionals on their team.

**Team 1: Business Consultants**

- John Wiley – former UW-Madison chancellor
- Bob Wynn – President, Akamai, LLC, experienced business and economic development professional
- Ricardo A. Gonzalez – Former proprietor of The Cardinal Bar
- Howard Landsman – Board Member, Greater Madison Jazz Consortium; Volunteer, Madison Music Collective; retired grant developer and fundraiser for the Madison Metropolitan School District
- Joe Davis - Music professor
- Hedi Rudd - Photographer and community consultant
- John Black - Insurance executive

**Team 2: Construction & Design Consultants**

- Ed Kuharski, AIA – Architect with Green Studio Design
- Peter Ostlind – Construction Consultant with Sol-Terra Design
- Chris Quandt – Senior Project Manager, Bachmann Construction

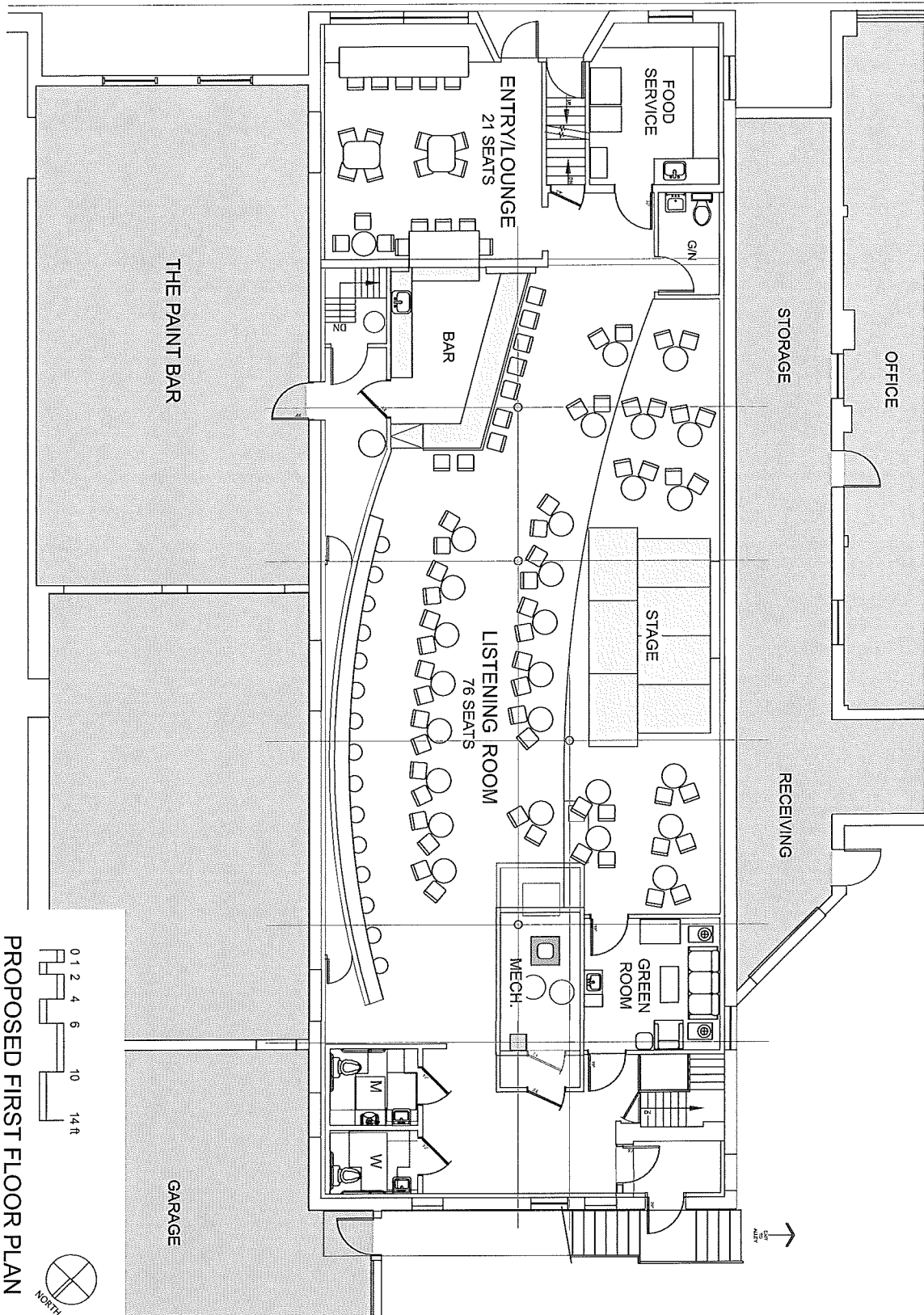
**Legal Counsel:**

- Bill White – Whitefish Partners

# APPENDIX



WILLIAMSON STREET

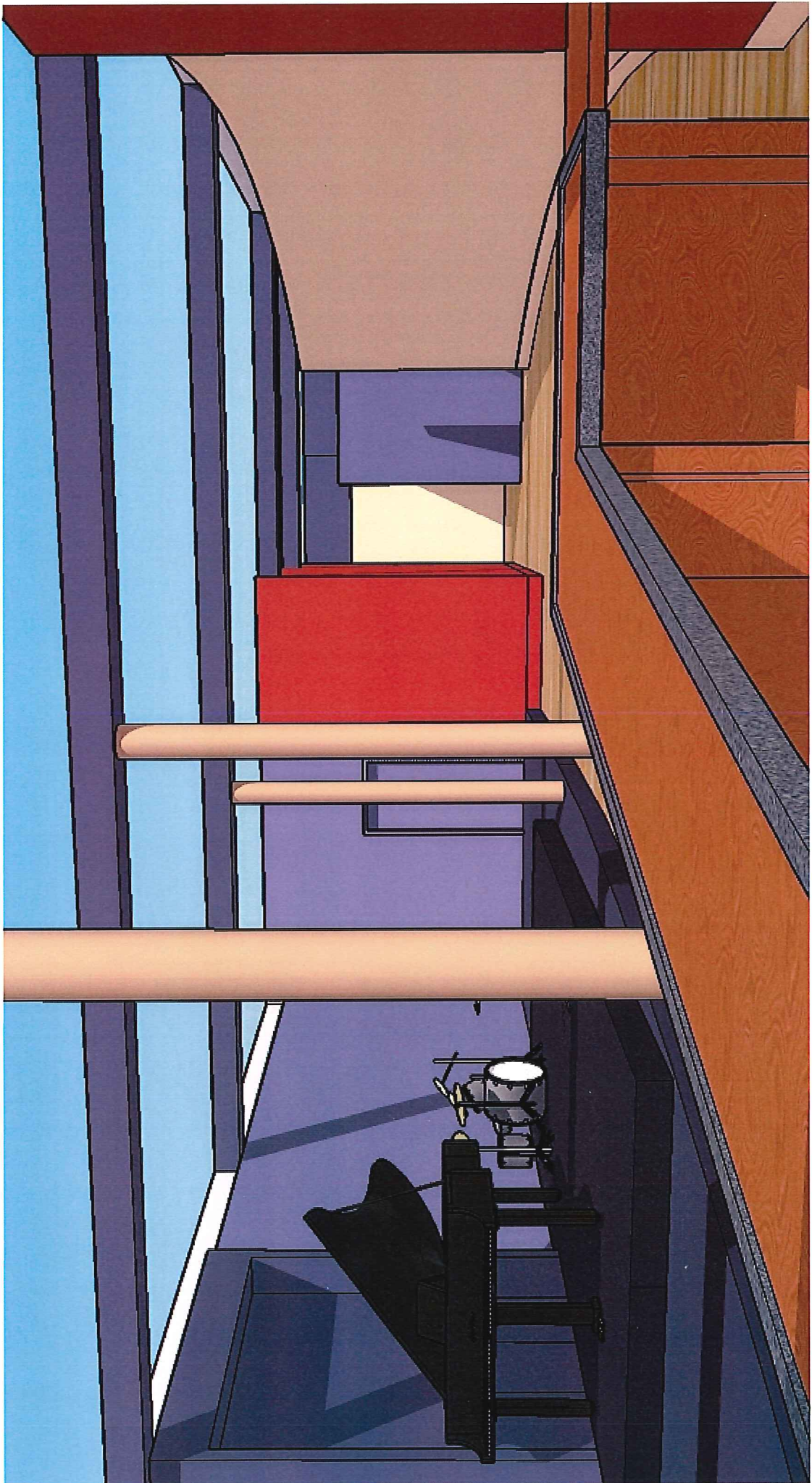


PROPOSED FIRST FLOOR PLAN

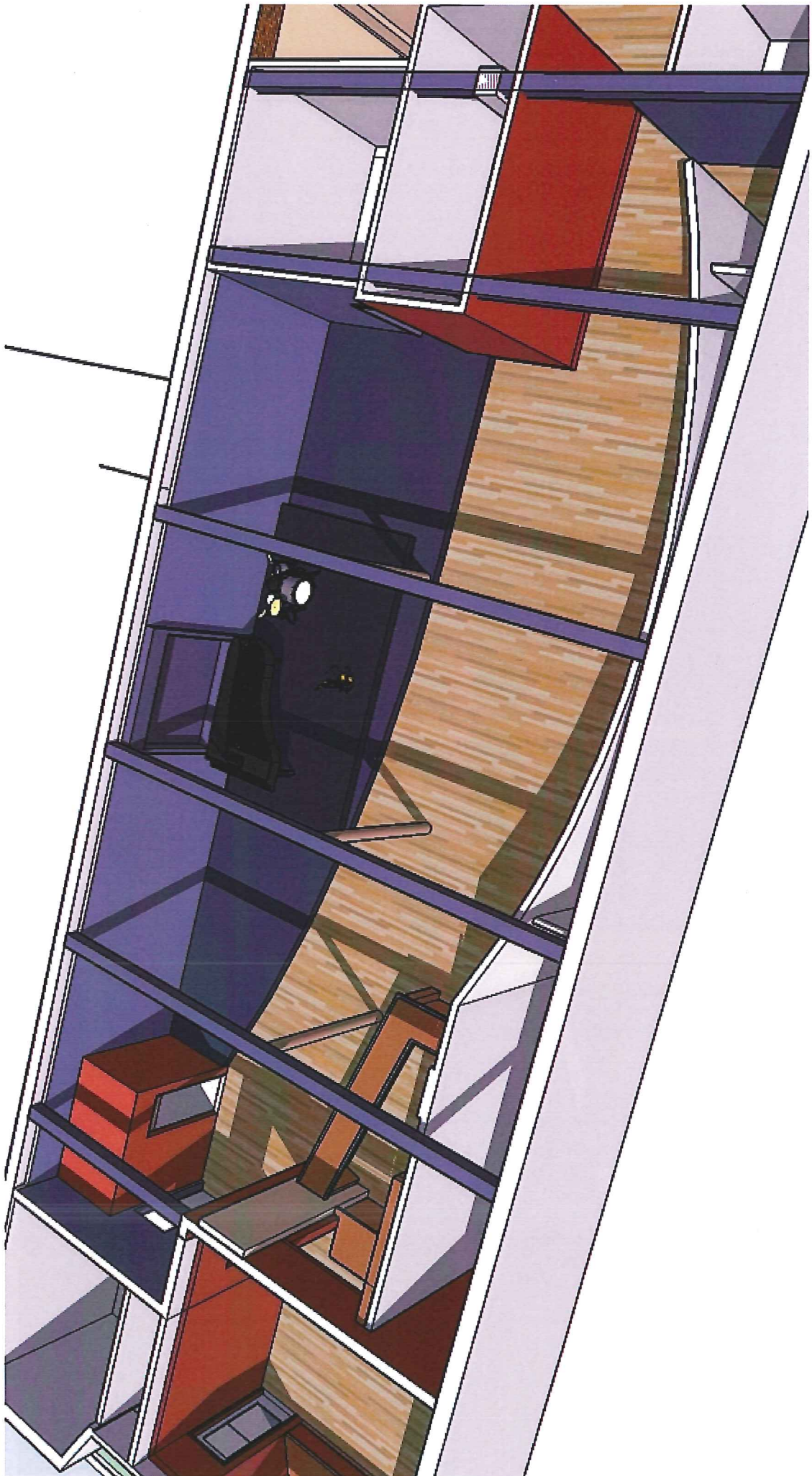
0 1 2 4 6 10 14ft

NORTH

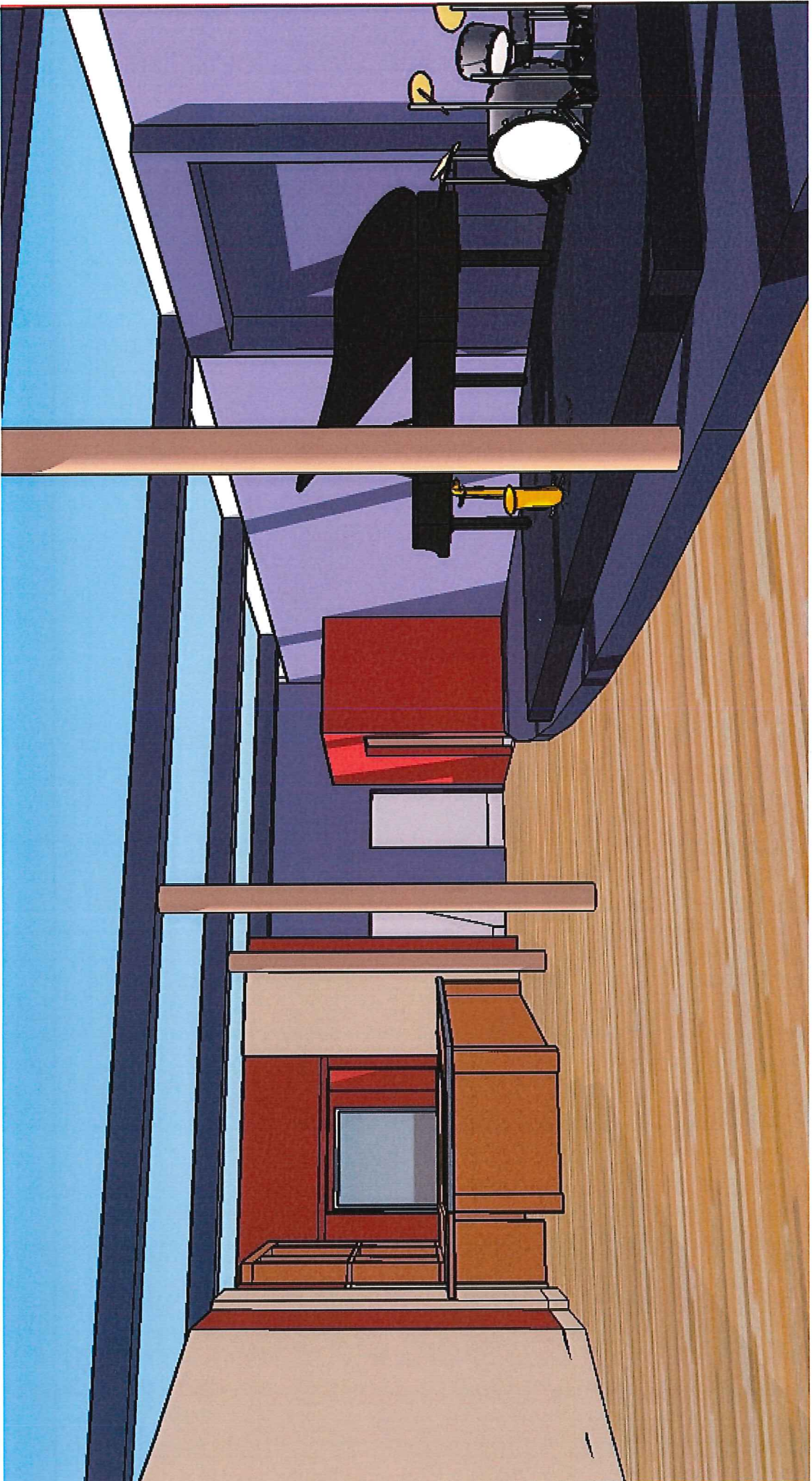
<h1>A3</h1>	<p>SHEET NO.</p>	<p>DATE: 08-11-17                  DRAWN BY: Brian Patten                  CHECKED BY: Edward Kuharski                  PROJECT NO.: 17-017                  PROJECT NAME: Cafe Coda</p>	<p>ALTERATIONS TO EXISTING STOREFRONT SPACE FOR:  <b>CAFE' CODA</b>                  1222 WILLIAMSON STREET   MADISON, WI 53703                  HANAH JON TAYLOR, OWNER</p>	<p><b>GREEN DESIGN STUDIO</b>                  EDWARD KUHARSKI, ARCHITECT</p> <p>405 SIDNEY STREET   MADISON, WI 53703   608.469.5963                  EKHARSKI@AOL.COM   REGISTERED ARCHITECT • WI #5587</p>
				<p>5ft</p>



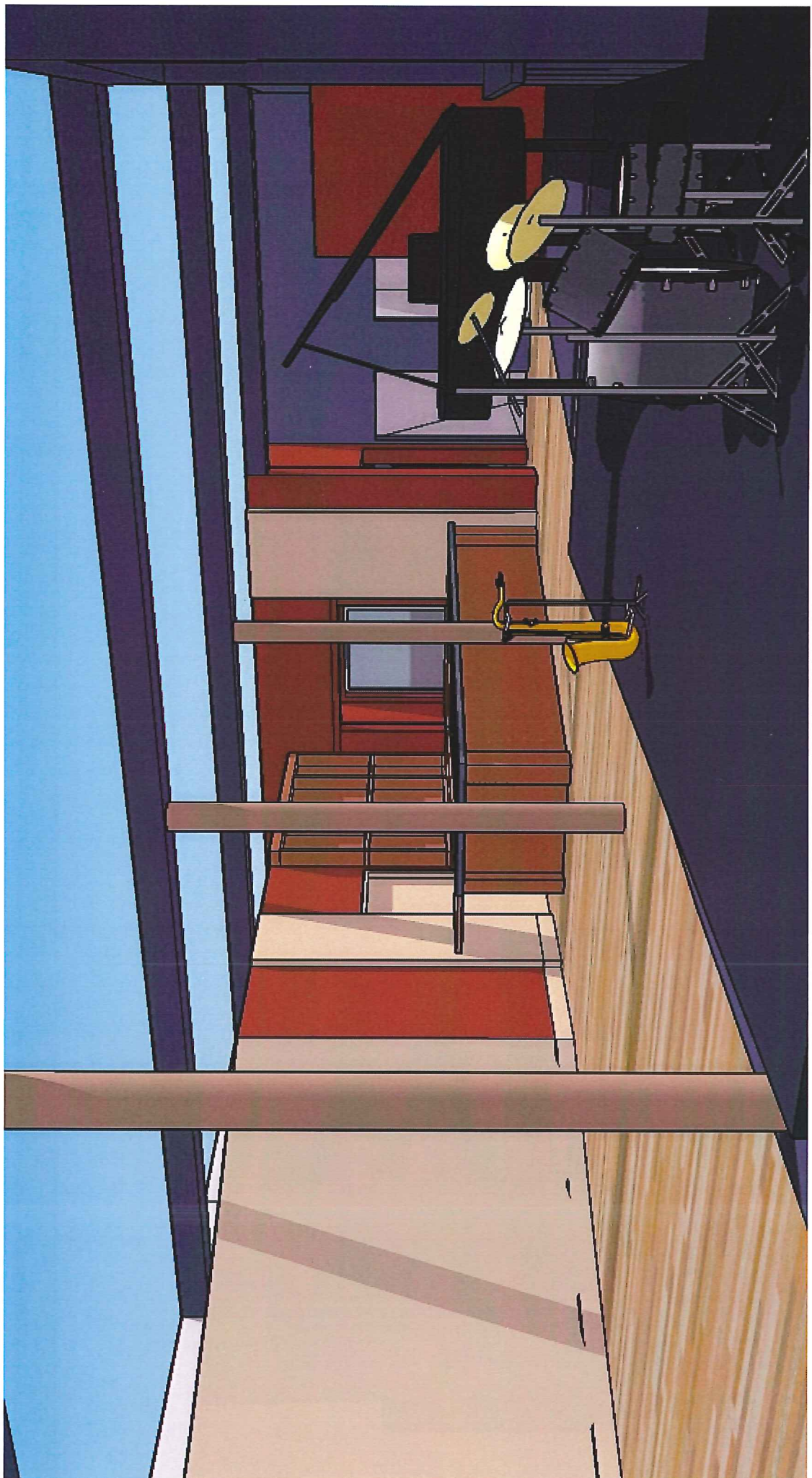


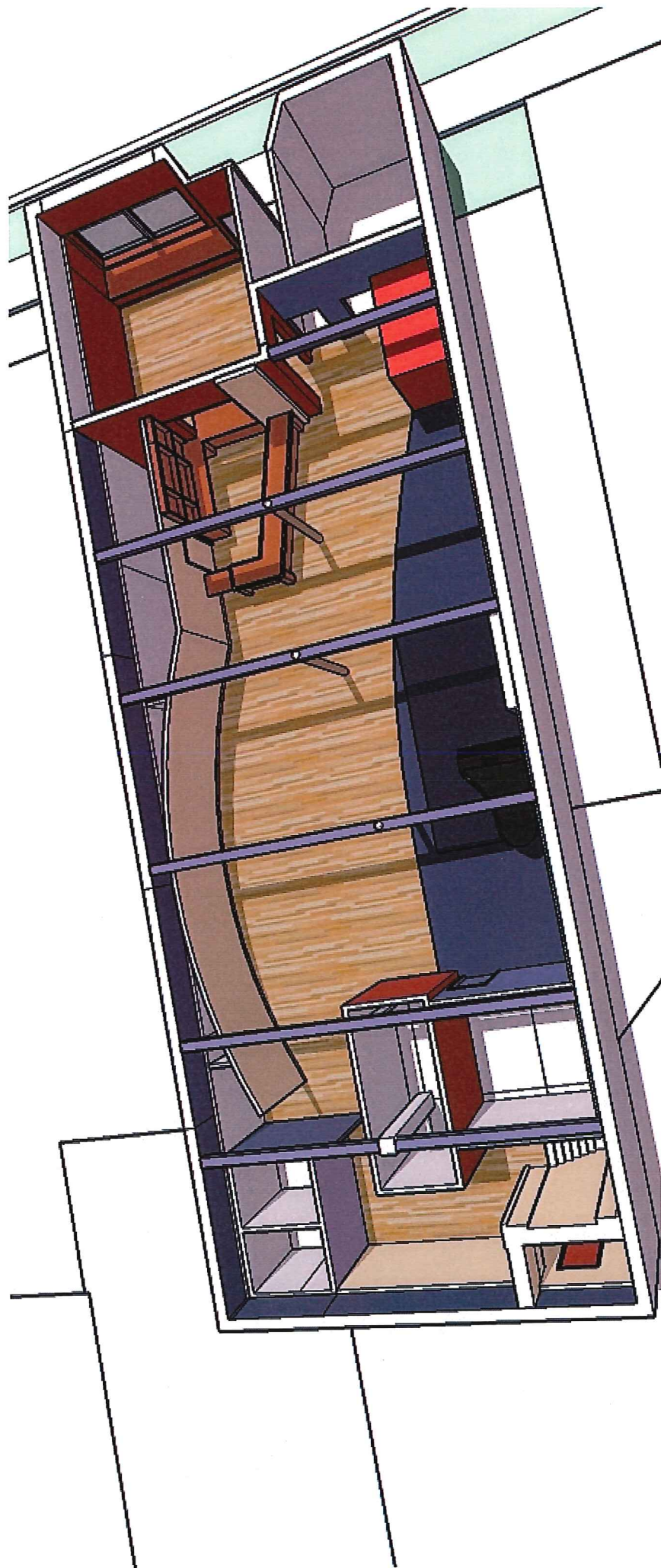




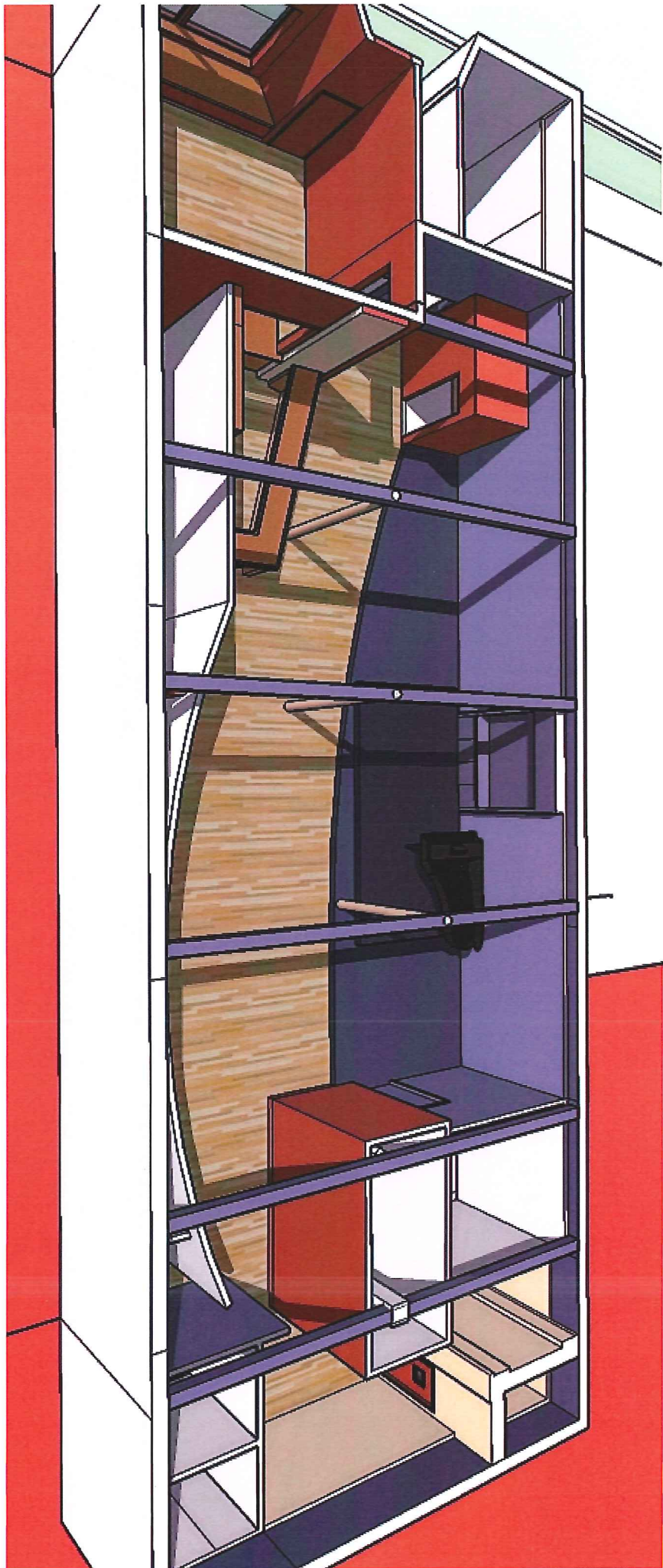


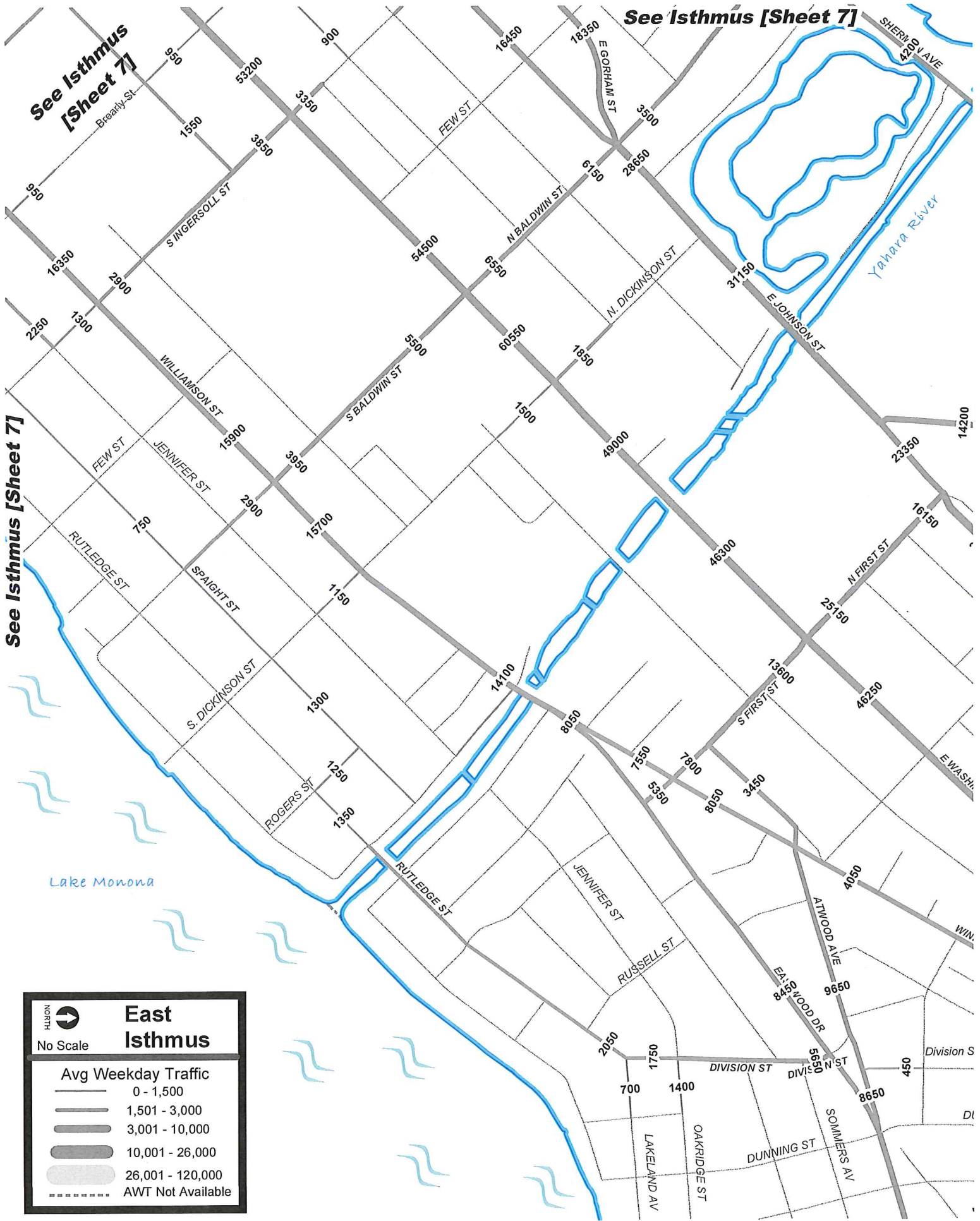












See Isthmus [Sheet 7]

See Isthmus [Sheet 7]

See Isthmus [Sheet 7]

**East Isthmus**

North Arrow  
No Scale

Avg Weekday Traffic	
(Thinest line)	0 - 1,500
(Thin line)	1,501 - 3,000
(Medium line)	3,001 - 10,000
(Thick line)	10,001 - 26,000
(Thickest line)	26,001 - 120,000
(Dashed line)	AWT Not Available



## Bibliography

- (1) Americans for the Arts, from *Arts and Economic Prosperity 5*, <https://www.americansforthearts.org/by-program/reports-and-data/research-studies-publications/arts-economic-prosperity-5>, 2015
- (2) University of Wisconsin, *UW Facts and Figures*, <https://www.wisc.edu/about/facts/>, 2017
- (3) University of Wisconsin, *UW Facts and Figures*, <https://www.wisc.edu/about/facts/>, 2017
- (4) City of Madison, *Average Weekly Traffic Volume*, 2013, Sheet 4 of 14
- (5) Logan Wroge, *Wisconsin State Journal* article, "Madison, Dane County lead the state population growth in latest U.S. Census estimates," May 27, 2017
- (6) Capital Area Regional Planning Commission, "What New 1016 Population Estimates Say About the Greater Madison Region," April 14, 2017
- (7) Suburban Stats, content provided by U.S. Census Bureau for the years 2010, 2011, 2012, 2013, 2014, 2015, 2016, <https://suburbanstats.org/population/wisconsin>
- (8) Hannah Ellis-Peterson, [www.theguardian.com](http://www.theguardian.com), "Record sales: vinyl hits 25-year high," January 3, 2017



(<https://www.capitalarearpc.org/>)

# WHAT NEW 2016 POPULATION ESTIMATES SAY ABOUT THE GREATER MADISON REGION

## YOU ARE HERE:

*Home (<https://www.capitalarearpc.org/>) > Data (<https://www.capitalarearpc.org/category/data/>) > What new 2016 population estimates say about the Greater Madison Region*

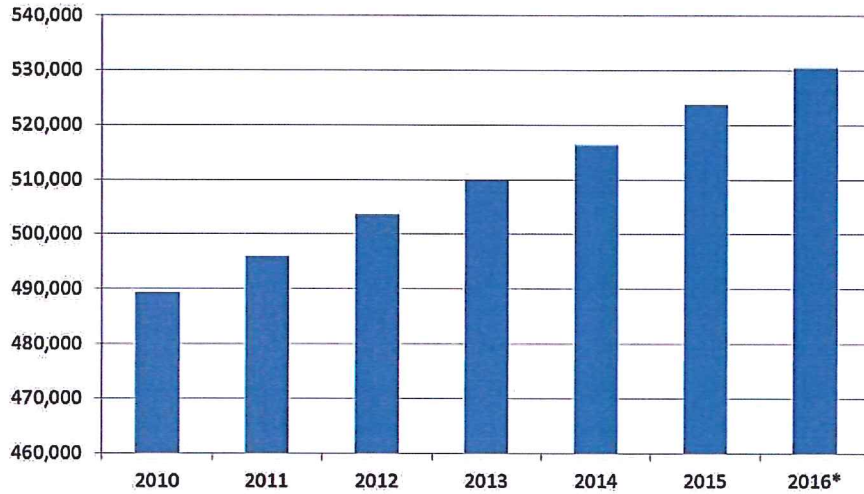
## What new 2016 population estimates say about the Greater Madison Region

*Posted: April 14, 2017 (<https://www.capitalarearpc.org/what-new-2016-population-estimates-say-about-the-greater-madison-region/>) Category: Data (<https://www.capitalarearpc.org/category/data/>)*

On March 23, the U.S. Census Bureau released the 2016 population estimates for the country. This prompts an annual look at how areas and regions are changing and growing. In particular, how does the Greater Madison region compare?

### Dane County Growth Compared to Wisconsin Counties

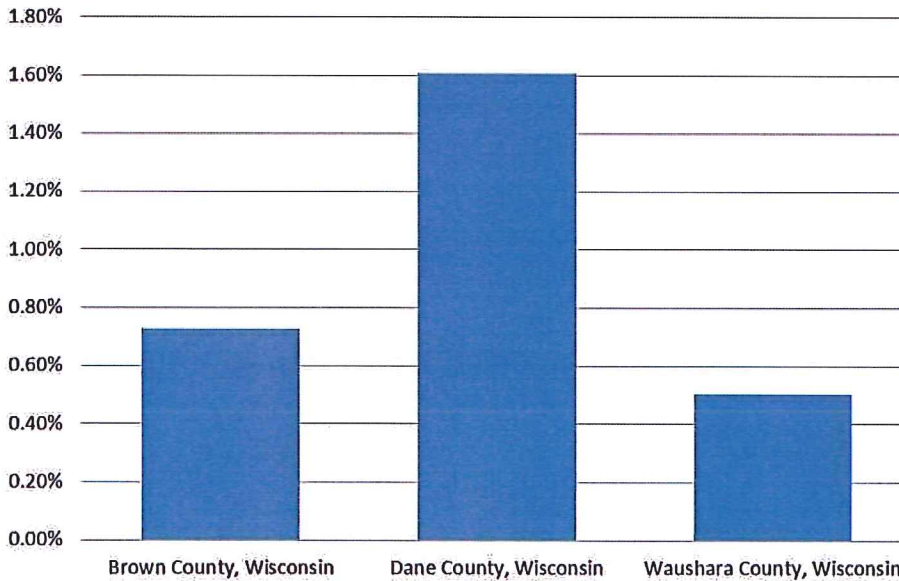
**Dane County Yearly Population Estimates, 2010-2016**



Source: ACS 1-year estimates, "DP05"

Dane County added 8,395 people from 2015 to 2016 (July 1 to July 1). This represents a 1.6 percent increase. This places Dane as the county with both the largest numerical and percentage increase in the state. Waukesha experienced the second most growth with 2,113 more people (an increase of 0.5 percent). Looking at the decade, Dane County grew by 43,200 people, a rate of 8.8 percent. Brown County with an increase of 12,394 had the second largest increase (a 5.0 percent increase).

**Top Three Fastest Growing Wisconsin Counties 2015 to 2016**



**Growth Compared to Projections**

Dane County is growing much faster than projected. The Wisconsin Department of Administration projected Dane County to grow by 42,547 over the 10-year period from 2010 to 2020. The county, however, already passed that number by 2016.

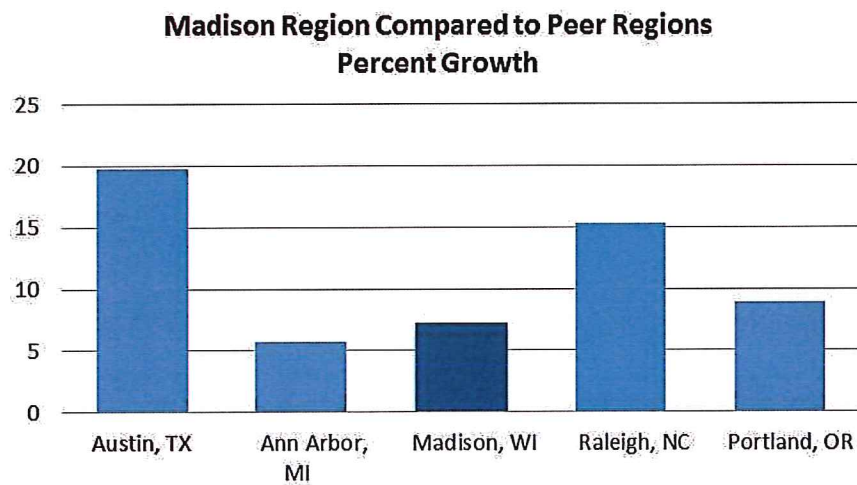
**Madison Region Compared to Other Metro Regions**

While Dane County outpaced others in Wisconsin, how did the region compare to metro regions nationally? For this comparison, the four-county metropolitan region (Dane, Green, Iowa and Columbia) defined by the Census works best.

The Madison metro region grew by almost the same numbers as Dane County: a one-year increase of 8,315 (2015-2016), and a six-year increase of 43,494 (2010-2016). The counties outside of Dane grew either very slowly (Columbia and Green) or slightly lost population (Iowa).

While Dane County’s growth seems impressive compared to the rest of the state, the Madison metro region’s growth rate of 7.2 percent (2010-2016) places it as the 91<sup>st</sup> fastest growing U.S. region, just making the top fourth out of 389 metros.

**Madison Region Compared to Peer Regions**



Three of Madison’s four peer regions, as identified by the [Madison Region Economic Partnership](http://madisonregion.org/) (<http://madisonregion.org/>), grew faster from 2010 to 2016. The Austin, TX region grew at the second fastest rate of all U.S metros – 19.8 percent – adding 340,085 people during those six years. The regions of Raleigh, NC grew by 15.3 percent; Portland, OR by 8.9 percent; and Ann Arbor, MI by 5.7%.

However, from a Midwest perspective, the Madison region experienced the fourth highest metro growth rate, of 1.3 percent, from 2015 to 2016. Des Moines, IA topped this list with 2 percent, followed by Fargo, ND (1.9) and Sioux Falls, S.D. (1.5).

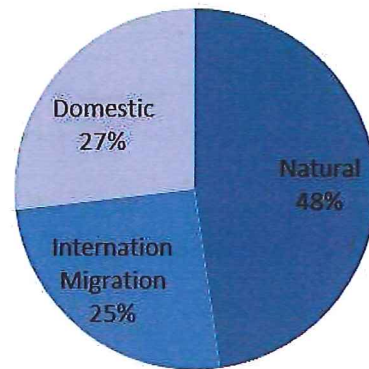
**Components of Madison Region’s Population Increase: Births, Deaths, and Net Migration**

Of the Madison region’s 43,492 increase so far this decade, slightly less than half, or 20,339, came from natural increase – births minus deaths. Net migration – people moving to the region minus those leaving – totaled 22,265. Of this net increase, 11,435 resulted from domestic, and 10,830 from international migration.

**It is worth noting that a fourth of the region’s population gain came from international migration.** This population driver could be affected by recent changes in national immigration policy, which could dampen international in-migration, particularly those coming to U.S. universities.



### Components of Madison Region's Population Increase 2015 to 2016



TAGS : [Data \(https://www.capitalarearpc.org/tag/data/\)](https://www.capitalarearpc.org/tag/data/)



[Population \(https://www.capitalarearpc.org/tag/population/\)](https://www.capitalarearpc.org/tag/population/)

[Projections \(https://www.capitalarearpc.org/tag/projections/\)](https://www.capitalarearpc.org/tag/projections/)

PREVIOUS POST

April 2017 Stormwater Technical Advisory Committee Meeting

[\(https://www.capitalarearpc.org/april-2017-stormwater-technical-advisory-committee-meeting/\)](https://www.capitalarearpc.org/april-2017-stormwater-technical-advisory-committee-meeting/)

NEXT POST

April 2017 AGMV Steering Committee Meeting >

[\(https://www.capitalarearpc.org/april-2017-agmv-steering-committee-meeting/\)](https://www.capitalarearpc.org/april-2017-agmv-steering-committee-meeting/)

## The Economic Impact of Nonprofit Arts and Cultural Organizations and Their Audiences in Dane County, WI (Fiscal Year 2015)

Direct Economic Activity	Arts and Cultural Organizations	+	Arts and Cultural Audiences	=	Total Industry Expenditures
Total Industry Expenditures	\$145,739,612		\$104,161,585		\$249,901,197

### Economic Impact of Spending by Arts and Cultural Organizations and Their Audiences

Total Economic Impact of Expenditures	Economic Impact of Organizations	+	Economic Impact of Audiences	=	Total Economic Impact
Full-Time Equivalent (FTE) Jobs Supported	5,792		3,362		9,154
Household Income Paid to Residents	\$125,149,000		\$58,425,000		\$183,574,000
Revenue Generated to <u>Local</u> Government	\$5,455,000		\$4,488,000		\$9,943,000
Revenue Generated to <u>State</u> Government	\$8,007,000		\$5,946,000		\$13,953,000

### Event-Related Spending by Arts and Cultural Audiences Totaled \$104.2 million (excluding the cost of admission)

Attendance to Arts and Culture Events	Resident <sup>1</sup> Attendees	+	Nonresident <sup>1</sup> Attendees	=	All Cultural Audiences
Total Attendance to Arts and Culture Events	4,777,884		707,631		5,485,515
Percentage of Total Attendance	87.1%		12.9%		100.0%
Average Event-Related Spending Per Person	\$16.78		\$33.90		\$19.00
<b>Total Event-Related Expenditures</b>	<b>\$80,172,894</b>		<b>\$23,988,691</b>		<b>\$104,161,585</b>

### Nonprofit Arts and Cultural Event Attendees Spend an Average of \$19.00 Per Person (excluding the cost of admission)

Category of Event-Related Expenditure	Resident <sup>1</sup> Attendees	Nonresident <sup>1</sup> Attendees	All Cultural Audiences
Meals and Refreshments	\$12.36	\$18.66	\$13.17
Souvenirs and Gifts	\$1.75	\$4.45	\$2.10
Ground Transportation	\$1.52	\$5.01	\$1.97
Overnight Lodging (one night only)	\$0.13	\$4.18	\$0.66
Other/Miscellaneous	\$1.02	\$1.60	\$1.10
<b>Average Event-Related Spending Per Person</b>	<b>\$16.78</b>	<b>\$33.90</b>	<b>\$19.00</b>

Source: *Arts & Economic Prosperity 5: The Economic Impact of Nonprofit Arts and Cultural Organizations and Their Audiences in Dane County*. For more information about this study or about other cultural initiatives in Dane County, visit the Dane County Cultural Affairs Commission's web site at [www.danearts.com](http://www.danearts.com).

Copyright 2017 by Americans for the Arts ([www.AmericansForTheArts.org](http://www.AmericansForTheArts.org)).

## About This Study

This Arts & Economic Prosperity 5 study was conducted by Americans for the Arts to document the economic impact of the nonprofit arts and culture industry in 341 communities and regions (113 cities, 115 counties, 81 multicounty or multicounty regions, 10 states, and 12 individual arts districts)—representing all 50 U.S. states and the District of Columbia. The diverse communities range in population (1,500 to more than 4 million) and type (small rural to large urban). Project economists from the Georgia Institute of Technology customized an input-output analysis model for each participating region to provide specific and localized data on four measures of economic impact: full-time equivalent jobs, household income, and local and state government revenue. These localized models allow for the uniqueness of each local economy to be reflected in the findings.

Americans for the Arts partnered with 250 local, regional, and statewide organizations that represent the 341 study regions (30 partners included multiple study regions as part of their participation). **To complete this customized analysis for Dane County, the Dane County Cultural Affairs Commission joined the study as one of the 250 partners.**

## Surveys of Nonprofit Arts and Cultural ORGANIZATIONS

Each of the 250 partner organizations identified the universe of nonprofit arts and cultural organizations that are located in its region(s) using the Urban Institute's National Taxonomy of Exempt Entity (NTEE) coding system, a definitive classification system for nonprofit organizations recognized as tax exempt by the Internal Revenue Code. In addition, the study partners were encouraged to include other types of eligible organizations if they play a substantial role in the cultural life of the community or if their primary purpose is to promote participation in, appreciation for, and understanding of the visual, performing, folk, and literary and media arts. These include government-owned or government-operated cultural facilities and institutions; municipal arts agencies and councils; private community arts organizations; unincorporated arts groups; living collections (such as zoos, aquariums, and botanical gardens); university presenters, programs, and facilities; and arts programs that are embedded under the umbrella of a nonarts organization or facility (such as a hospital or church). In short, if it displays the characteristics of a nonprofit arts and cultural organization, it is included. *For-profit businesses (e.g., Broadway, motion picture theaters) and individual artists were excluded from this study.*

Nationally, data was collected from a total of 14,439 organizations for this study. Response rates among all eligible organizations located in the 341 study regions was 54.0 percent, and ranged from 9.5 percent to 100 percent. Responding organizations had budgets ranging from \$0 to \$785 million (Smithsonian Institution). It is important to note that each study region's results are based solely on the actual survey data collected. There are no estimates made to account for nonresponding organizations. Therefore, the less-than-100 percent response rates suggest an understatement of the economic impact findings in most of the individual study regions.

**In Dane County, 132 of the 293 eligible nonprofit arts and cultural organizations participated in this study—an overall participation rate of 45.1 percent.** A list of the participating organizations can be obtained from the Dane County Cultural Affairs Commission.

## Surveys of Nonprofit Arts and Cultural AUDIENCES

Audience-intercept surveying, a common and accepted research method, was completed in all 341 study regions to capture information about spending by audiences at nonprofit arts and culture events. Patrons were selected randomly and asked to complete a short survey while attending an event. A total of 212,691 attendees completed the survey. The respondents provided itemized travel party expenditure data on attendance-related activities such as meals, souvenirs, transportation, and lodging. Data was collected throughout the year to guard against seasonal spikes or drop-offs in attendance, and at a broad range of events (because a night at the opera will typically yield more spending than a Saturday children's theater production). Using total attendance data for 2015 (collected from the participating organizations), standard statistical methods were then used to derive a reliable estimate of total arts event-related expenditures by attendees in each study region.

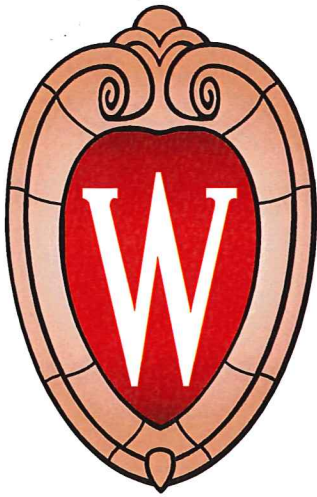
**In Dane County, a total of 564 valid audience-intercept surveys were collected from attendees to nonprofit arts and cultural performances, events, and exhibitions during 2016.**

## Studying Economic Impact Using Input-Output Analysis

To derive the most reliable economic impact data, input-output analysis was used to measure the impact of expenditures by nonprofit arts and cultural organizations and their audiences. This highly-regarded type of economic analysis has been the basis for two Nobel Prizes in economics. The models are systems of mathematical equations that combine statistical methods and economic theory in an area of study called econometrics. The analysis traces how many times a dollar is respent within the local economy before it leaves the community, and it quantifies the economic impact of each of those rounds of spending. Project economists customized an input-output model for each of the 341 participating study regions based on the local dollar flow among 533 finely detailed industries within its economy. This was accomplished by using detailed data on employment, incomes, and government revenues provided by the U.S. Department of Commerce (County Business Patterns, the Regional Economic Information System, and the Survey of State and Local Finance), state and local tax data (e.g., sales taxes, lodging tax, property taxes, income tax, and miscellaneous local option taxes), and the survey data collected from the responding arts and cultural organizations and their audiences.

<sup>1</sup> For the purpose of this study, residents are attendees who live within Dane County; nonresidents live elsewhere.





**WISCONSIN**  
UNIVERSITY OF WISCONSIN–MADISON

# UW Facts and Figures

## Quick facts

- Location: [Madison, Wisconsin](#) </about/>
- Founded: 1848 (First class: February 1849)
- Campus: 936 acres (main campus)
- Chancellor: [Rebecca M. Blank](http://www.chancellor.wisc.edu) <http://www.chancellor.wisc.edu>
- Budget: \$2,965,800,000
- Research expenditure ranking (national), 2017: 6th
- Schools and colleges: 13
- Faculty and staff: 21,752
- Living alumni: 441,522

## Enrollment, Fall 2017

- Undergraduate: 29,931
- Graduate: 8,952
- Special: 2,265
- Professional: 2,672
- Total: 43,820

## New freshmen, Fall 2017

- Applicants: 35,615
- Admit rate: 53.8 percent
- Yield rate: 34.5 percent

## Tuition and fees, 2017–18

- Undergraduate resident: \$10,534\*
- Undergraduate nonresident: \$34,783\*

## International Study Abroad

- Participants: 2,274 (2015–16)

## Degrees awarded, 2016–17

- Bachelor's: 6,811
- Master's: 2,213
- Doctorates: 1,492

**\*There is an additional fee of \$275 for New Freshman students, \$200 for Transfer students, and additional fees for business and engineering students.**

## More information

[At a Glance fact sheet](http://www.wisc.edu/pdfs/uwmadison-factsheet-apr-2017.pdf) <<http://www.wisc.edu/pdfs/uwmadison-factsheet-apr-2017.pdf>> (PDF)

The [Data Digest](http://apir.wisc.edu/datadigest.htm) <<http://apir.wisc.edu/datadigest.htm>>, published annually by Academic Planning and Institutional Research, is a quantitative overview of trends in the students, faculty and budget of the university.

[Enrollment Reports](http://registrar.wisc.edu/enrollment-reports-and-student-statistics.htm) <<http://registrar.wisc.edu/enrollment-reports-and-student-statistics.htm>>, published by the Office of the Registrar, provide detailed data about student enrollment and degrees conferred.

©2017 Board of Regents of the University of Wisconsin System