

ENGINE: Propelling the Creative Economy

Engine's Origin

Founded on the belief that artistic expression and creative vibrancy are the gateway to cultural, social, and economic revitalization, Engine—an arts-driven nonprofit in Biddeford—is an organization committed to designing, launching, and promoting community-based arts programming. Founded in 2010, Engine aspires to be a driver of artistic expression, creative industry, cultural vitality, community connections, and socially responsible practices.

Our Mission

To connect and inspire our community through art, design, and education.

Our Manifesto

We believe that commerce follows culture.

That art should integrate, not alienate.

And that art, in its fullest expression, not only impacts individuals but transforms communities.

OVERALL ENGINE STRATEGIES FOR 2018-2020

The Engine board of directors and staff commits, over the next three years, to:

- i. Renew board membership, leadership, and fundraising;
- ii. Secure a larger portion of the Engine budget with earned revenue (vs. multi-year grants and contributions) to support programs and operations;
- iii. Build and maintain an adequate cash reserve;
- iv. Complete the Marble Block as Engine's largest project; and
- v. Engage the community and municipal officials in our project.

ENGINE LONG-RANGE GOALS

Goal I: Present outstanding contemporary programming. Present innovative, experiential and challenging programming in order to inspire, educate, and enrich our community.

Goal II : Serve community. Connect creatives with each other and with audiences and supporters in order to propel economic and cultural development and promote civic pride.

Goal III: Strengthen and Sustain Engine. Build Engine's capacity to serve artists and the community with effective governance, staffing, and funding.

Goal IV: Make Engine 129 Successful.

COMMITTEE STRUCTURE

Executive Cmte

- Provide Leadership
- Review ED

Development Cmte

- set expectations and fundraise from the board
- fundraise from the community through annual appeal, membership drives (with CC)
- fundraise from the private sector (corporate sponsorship)
- fundraise from individual (large) donors
- spearhead capital campaign

Finance Cmte

- oversee budget process
- review financials monthly, report to the board
- review and manage external financial partnerships (banking, brokerage, benefits, accountants)
- review insurance
- assist Program Cmte with business planning
- assist Property and Plant Operations Cmte with financial planning

Community Cmte

- be a contact point for community questions, ideas, proposals
- Increase Engine visibility
- Recruit Engine members
- include Public Arts Committee
- Marketing

Programming Cmte

- Include a Curatorial Cmte
- Create and oversee Engine's programming, working with ED/Staff
- Work with PMPC and FC on planning for large-scale projects such as Compass, Charter School, FabLabÉ
- Ensure programming is mission related, and successful

Property Mgmt and Plant Operations Cmte

- All responsibilities of the Marble Block Board
- Report to MBRC progress to Engine Board
- Assume (from ED) all property management responsibilities
- Work with Finance Cmte as needed

Board Development Cmte

- Assumed into the responsibilities of the President of the Board. These responsibilities included:
- Build consensus on the character of the Engine board
- Recruit new board members per Needs Assessment and according to policy
- Educate new board members
- Oversee officer election process
- Get board members involved in events

Biddeford Public Art Committee

- can be subcommittee or a standing committee with its own budget (can get grants)

OPERATIONAL PLAN

Progress to-date: March 30, 2020

Goal I: Present outstanding contemporary programming.

ACTION STEP 1: EXHIBITIONS AND EVENTS					
YEAR	WHO	ACTIONS	OUTCOMES	%AGE COMPLETE	COMMENTS
2020	PC + ED	Create exhibition programming calendar for at least 2 years in advance	Meets fiscal and mission requirements.	0%	Difficult to achieve because of transition of permanent space.
2019	PC + ED	Create key events programming calendar for at least 1 year in advance; maintains flexibility of adding programming	Meets fiscal and mission requirements.	100%	York County Mini Maker Faire, Arts Block Party, ArtWalk, and Fringe Fest are Engine's events. Participation in River Jam Fest and other organization's events on case-by-case basis.
YE2020 + ongoing	PC + ED	Engage experts in various fields to raise the level of instruction or curatorial value.	Brands Engine as an organization that holds high standards where the community can engage in adventurous, provocative and world class endeavors.	25%	Exhibition Committee includes Deborah Whitney and Shoshanna White, two highly regarded curators/artists in Maine.

ACTION STEP 2: PUBLIC ART					
YEAR	WHO	ACTIONS	OUTCOMES	%AGE COMPLETE	COMMENTS
2019	PC + BPAC + staff	Public art program	2 major murals in 2019: Bangor parking lot wall and One Blue Sky.	100%	BPAC has now been adopted by City of Biddeford.

ACTION STEP 3: EDUCATION					
YEAR	WHO	ACTIONS	OUTCOMES	%AGE COMPLET E	COMMENTS
2020	PC + staff	Find educational consultant to join board; Develop education programming	Financial stability for Engine and enrichment of community.	0%	Have not been able to identify this person as of yet.

ACTION STEP 4: RETAIL					
YEAR	WHO	ACTIONS	OUTCOMES	%AGE COMPLET E	COMMENTS
2020	Board President and PC	Create a business plan and design of retail space at Engine 128	Opening of profitable arm in 4Q20	25%	No business plan as of yet although shop is function fairly well and can be seen at engine-maine.square.site.

GOAL II: Serve Community

ACTION STEP I: ENGAGE COMMUNITY					
YEAR	WHO	ACTIONS	OUTCOMES	%AGE COMPLET E	COMMENTS
2020	Board	Outreach: Board membership, committees, donorship	Increase visitation and participation; increase contributed income	25%	80-20 rule applies here. 20% of board is very engaged while rest could be more engaged.
2020	Board	Assist ED as directed	Resolve any organization issues beyond ED's scope	100%	Engine's board is ready and willing to help out in any situation being ED's scope.
2020	CC	Educate and engage on mission	Community understands and embraces the role of	50%	Our major events are working to broaden our community reach.

			Engine in community		
2020	CC	Poll community through focus groups	Take Engine to the street	10%	Engine has not been able to focus on this with limited capacity.
2020	CC	Invite and participate in events	Exhibits leadership, commitment and increased visibility for Engine	75%	Good group of volunteers are engaged and helping with events.
2020	ED	Liaison to staff, creative community, public officials, funders and audience	Effective Communication. Efficient staffing. High visibility in community	50%	

ACTION STEP II: MARKETING & BRANDING					
YEAR	WHO	ACTIONS	OUTCOMES	%AGE COMPLETE	COMMENTS
YE18	CC + PC + Staff + consultants	Create brand identity and marketing plan for Engine	Professionalized, cohesive, effective messaging and brand identity for fiscal success.	75%	Brand identity has been completed, a marketing strategy has not.
1Q18	Staff + consultants, volunteers	Implementation of marketing plan for PR, advertising, internal publications, membership letters/materials, mailing list	Increased community interaction/awareness/engagement	50%	Our social media presence is strong but doesn't follow a set plan. A more coordinated effort should happen here.
1Q18	ED + BOD + consultants or subs	Develop physical implementation of branding for 128 and 129	Cohesive identity for all Engine properties	15%	Due to move and finances, this action step has stalled. Window signage in new location is effective.

GOAL III: FUEL ENGINE

ACTION STEP I: ENGAGE BOARD					
YEAR	WHO	ACTIONS	OUTCOMES	%AGE	COMMENTS

				COMPLET E	
Ongoing	Organization	Each committee remains active, meeting monthly at minimum, delivering programs and events designed to be fiscally sound, enliven community engagement and define Engine as a distinctive, purposeful, acutely defined Brand.	Engine successfully finds its niche in the cultural landscape of the region and beyond separating itself from the herd of community arts organizations through innovative and forward-seeing programs.	10%	
2020	BDC	Build Board Membership	Increased visibility. Improved functionality. Commitment of time, talent and treasure.	25%	
JULY 2020	BOD	Create needs assessment for new board and committee members	Identify what skills and qualities are needed on the BOD to fulfill goals	50%	
2020	BOD	Ambassador for organization	Engine mission statement rolls off their tongues	50%	
2020-2020	BOD	Ownership of organization	Good governance and sustainability of organization is the responsibility of BOD	50%	
2020	BOD	Create networks and opportunities	Every encounter is a potential opportunity for Engine	100%	
2020	BOD	Commit time, talent, and treasure	Heightened engagement, outreach, and fiscal solvency	25%	
AUGUST 2020	DC	Plan and execute fundraiser	General operating support	100%	
2020	DC	Plan and execute year end appeal, membership drives, corporate sponsorship and spearhead capital campaign,	Increased general operating support	65%	Successful enough but could be even more so with structure and leadership.

		planned giving, workplace giving			
2020	DC, FC	Begin endowment fund	Insures sustainability	0%	Not at this time.

ACTION STEP II: STAFF ENGINE					
YEAR	WHO	HOW	OUTCOMES	%AGE COMPLETE	COMMENTS
4Q19	BOD + ED + DC + FC	Create organizational chart with job descriptions and establish timeline for 2020	Determine board and staffing needs	0%	On ED's plate to develop this.
Ongoing	ED	Hires and fires staff based on expertise and need.	Professionalize community engagement and raise aesthetics	75%	

ACTION STEP III: FINANCIAL PLANNING					
YEAR	WHO	HOW	OUTCOMES	%AGE COMPLETE	COMMENTS
Begin 2020	Board of Directors	Serve as counsel to the ED regarding programming as it aligns with values and budget.	Engine stays alive, serving its community through mission related innovation over time.	80%	Board could be more proactive.
4Q15	FC + ED	Construct budget + long-term budget planning in line with mission and goals	Increase earned income significantly each year.	100%	
Begin 2020	DC + ED	Research and write grants, federal, state, local and private. Work on donor development.	Insures the fiscal soundness of the organization over time.	50%	

Ongoing	BOD + FC + ED	Identify + evaluate opportunities	Align to mission and fiscal goals	70%	
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Goal IV: Make Engine 129 Successful

ACTION STEP I: DESIGN					
YEAR	WHO	HOW	OUTCOMES	%AGE COMPLETE	COMMENTS
Begin 2020	NADAA	Application and review process. Completed. Work with ED and board on design needs. Help raise renovation \$\$	Iconic renovation of historic Maine Street Building intended to enliven the city center and define Biddeford as a forward thinking and exciting place to live/work	0%	We've switched design horses to a local firm Mobile Studio Design.
Begin 2020	Sutherland Associates	Consult with NADAA and Board on Historic tax credit process and best practices	Receipt of historic tax credit dollars	0%	

ACTION STEP II: FINANCE					
YEAR	WHO	HOW	OUTCOMES	%AGE COMPLETE	COMMENTS
Begin 2020	ED	Grant writing	Receipt of grant awards: Sewell, NEA, City of Biddeford, Grants to Green, etc.	100%	
Begin 2020	CC	Work with the Community and the City to research and access community dollars: facade grants, Main Street dollars, Community fundraisers, Community partnerships	State and local civic dollars. Increased community support and partnerships.	80%	
Begin 2020	DC	Research and write grants. Lead the Capital Campaign Begin quiet phase ASAP		0%	
2018	Alex Kriekhaus	Write a business plan for FabLab which will assist in fundraising and/or bank proposals	This becomes a tool for further grant applications, bank and donor requests	100%	Completed by Alex and UNE marketing intern.

Ongoing	MBRC	An arms length organization dedicated to the redevelopment of the Marble Block. 501C3 application, distribution of funds, capital campaign, hiring subcontractors , etc.	Facilitates distribution of funds and functions as a “sister organization” to Engine for the purpose of fiscal distribution.	100%	
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ACTION STEP III: BUILD ENGINE 129					
YEAR	WHO	HOW	OUTCOMES	%AGE COMPLETE	COMMENTS
2018-2020	Marble Block Redevelopment Corp	Oversees project as liaison for Engine	Successfully renovates the Marble Block within a 5-year Historic Tax Credit timeline	25%	
2018	Mike Lyne	As project director he will align all subcontractors, track finances and manage the day to day renovation.	A single point person will ensure continuity and efficiency.	0%	
2018	Credero	EPA cleanup provides the basis for further successful build out.	EPA grant funding comes with these efforts	100%	

ACTION STEP IV: FILL ENGINE 129					
YEAR	WHO	HOW	OUTCOMES	%AGE COMPLETE	COMMENTS
Begin 2020	MBRC and Engine Board, ED	Determine if Engine and possible Engine subsidiaries (FabLab, incubator) will be sole tenant(s) and/or Search for tenants that align with our mission.	Positive cash flow for Engine	75%	

Begin 2020-20 20	ED, Community Committee	Based on sound financial and best community practice decisions, continue or grow existing programs in alignment with our core values.	Sustainable use of resources, human and Material. Artistic excellence	75%	
2019	Property Management and Plant Operations Committee	Hire or secure reliable volunteer/board member Facilities Manager	Gives Engine a sound home, maintains system and oversees tenants, future build outs.	0%	