



**2025 GRANTS-IN-AID
STANDARD & EXCEPTIONAL GRANT APPLICATION**



ECHO GRANTS-IN-AID STANDARD & EXCEPTIONAL GRANT APPLICATION

APPLICANT INFORMATION

1. Applicant (Legal name of organization): **The Hub on Canal, Inc.**

2. Address (mailing): **132 Canal St.**

City: **New Smyrna Beach**

State: **FL**

Zip Code: **32168**

3. Type of Organization:

☐ Municipal government ☐ Volusia County Government

☒ Not-for-Profit Corporation classified as a 501(c) (3)

4. Federal ID #: **46-3819054**

Florida Not-for-Profit Corporation Charter # (if applicable): **N13000008617**

Florida Dept. of Agriculture & Consumer Services Registration # (if applicable):

CH41844

5. County Council District of Project: ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5

6. Is the project in a Community Redevelopment District (CRA)? ☐ Yes ☒ No

7. Contact Person:

Name: **Richard England**

Title: **Executive Director**

Telephone #: **386-957-3924**

E-Mail: **Richard.england@thehuboncanal.org**

8. Provide the Mission Statement for your organization:

At The Hub on Canal, our mission is to create community by fostering art, education, and a broad range of creative opportunities.



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PROJECT INFORMATION

9. Project Title: **The Hub on Canal Arts & Cultural Education Center**

Project Location Address: **199 Downing St.**

City: **New Smyrna Beach**

State: **FL**

Zip Code: **32168**

10. Type of Project:

☐ Acquisition ☐ Restoration ☒ Construction ☐ Improvement

11. ECHO Category – Select One (review ECHO Guidebook pages 3 - 4):

☐ Environmental ☒ Cultural ☐ Historic ☐ Outdoor Recreation

12. The Project Site of Facility is (select one):

☒ Owned by Applicant ☐ Leased by Applicant (length of lease):

☐ Land/Project Management Agreement (length of agreement):

NOTE: LEASES/AGREEMENTS MUST BE BINDING AND NON-CANCELABLE

13. Is the Project Site/Facility mortgaged or will it be? ☐ Yes ☒ No

FUNDING REQUEST

14. Project Funding (Grant Request Amount and Match Amount):

a. Standard Grant Request (up to \$600,000.00) **\$ 600,000.00**

b. Exceptional Grant Request (up to \$2,500,000.00) **\$**

c. Confirmed Match Funds **\$ 600,000.00**

d. Total Project Cost (ECHO + Match) **\$ 1,200,000.00**

15. Mandatory Workshop was attended by: **Richard England and Deborah Shafer**

Date of Workshop: **10/02/2024**

16. List any prior year grant(s) received from ECHO (include year, project name and total grant amount(s)): **None**



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PROJECT DESCRIPTION

17. Describe the project and explain how it will achieve the goals of Resolution 2020-79 to plan for the future growth of Volusia and enhance the quality of life for its residents (use factual information/documentation to show how this project will accomplish these goals):

An increasingly important part of our offering is arts and cultural education. The Hub on Canal has offered a wide range of classes and workshops in many arts and cultural disciplines almost since the day we opened in 2012. The pandemic obviously knocked this business back but by 2022 we had eclipsed our 2019 classes and workshops totals. We began to feel capacity constrained as our classes and workshops plus on-premises Outreach made further growth difficult. We began to think about physical expansion -- which meant at another location as our 132 Canal Street facility cannot be expanded.

Because ceramics don't mix well with other forms of art instruction, The Hub has never offered pottery classes. That changed on March 30, 2023, when 100% of the assets of the highly successful Jane's Art Center were generously donated to The Hub. With the donation we received a ceramics-predominant gallery and a thriving, state of the art, ceramics studio. The classes and workshops business at Jane's was several times larger than the operation at The Hub. Fortuitously, the donation also provided the physical space to expand.

The ceramics studio operation at Jane's was operating at capacity as well at the time of the combination with The Hub. The vast majority of classes and workshops at Jane's sold out within 2-3 days of being made available for enrollment. Upon achieving operational control of Jane's, we set about breaking bottlenecks to grow capacity. We optimized Open Studio time to add more classes. We rearranged and added shelving to accommodate more students. We standardized firing schedules to increase effective kiln capacity. All of this allowed us to increase classes and workshops revenues at Jane's by 15%-20%. That added capacity was immediately gobbled up. Demand continued to outstrip supply.

We knew the Jane's donation was coming nearly 12 months before it happened. That gave us the time to imagine what *could* be. Understanding the potential to address the capacity constraints existing at both The Hub and Jane's led us to kick off our Capital Campaign in 2022. Our plan was to fund the building that's the subject of this application, but we had a fast start and elected to spend a portion of what we raised to construct a new kiln building (with a 66% increase in firing capacity), create a glazing room and construct a gas-fired soda kiln.

We see a significant opportunity to expand access to arts and cultural education for the residents of, and visitors to, Volusia County, in front of us, but we cannot get there without additional classroom/studio space. The new educational building that is the subject of this ECHO grant application will facilitate that growth by:

1. Adding **two** new ceramics studios, one for hand building and one for the wheel. This is a tripling in capacity and will also allow us to expand the hours of Open Studio, adding days



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and hours to accommodate students who work full-time and need more time on weekends and in the evening.

2. Adding **two** non-ceramics classrooms for other art and cultural opportunities. One will be built out a bit nicer and be used only for languages, writing, poetry and other “non-messy” activities.
3. Providing us the space to offer incremental Outreach activities.
4. Providing, for the first time, sufficient storage space to support our operations.
5. Providing a covered, outdoor area on the second level that will serve both as expected spillover space for informal activities as well as facilities rental opportunities that will help support the operations.
6. Outfitting each teaching space with state-of-the-art academic technology to support the education of our students.
7. Creating a campus-like setting that enhances the overall effectiveness of what we do and positively influence the camaraderie of all our students, instructors and supporters. We’ve certainly observed the powerful effect of Open Studio at Jane’s. We plan on adding Open Studio time for painters once we have the space.

Goals for Cultural ECHO grants according to Resolution 2020-79

Volusia County Comprehensive Plan recognizes the role of cultural arts in:

1. improving the quality of life for its citizens
2. increasing its tourism-based economy
3. redevelopment by encouraging people to spend time in downtowns and urban areas

1. IMPROVING THE QUALITY OF LIFE FOR ITS CITIZENS

The Hub on Canal is, and always has been, an ambitious organization. We were founded to fill a void in our community. Our vision is a simple one: We exist to provide a gathering place, a hub if you will, for the community to come together and experience the arts, broadly defined.

Since we opened our doors in 2012, we’ve welcomed more than **460,000** guests, students, patrons and visitors. We are an arts resource for Volusia County residents and a destination for visitors as well. Guests can visit our multiple galleries and view the work of more than **60** artists, including **16** in working studios. We have consistently hosted about **50** live musical performances per year, poetry readings, art and artist talks, lectures and a few theatrical performances.

Our Outreach programs touch over **3000** children and adults each year, both on our premises and off. Many of these programs are in partnership with other organizations such as Volusia County Schools, Guitars for Vets, Halifax Behavioral Health, Boys and Girls Clubs of both New Smyrna Beach and Edgewater and Easter Seals of Northeast Central Fl. All are free to participants.

Please see attachment titled: Program Statistics for Completed Year 2023



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2. INCREASING ITS TOURISM-BASED ECONOMY

New Smyrna Beach has long represented a cherished locale for our residents and a popular destination for visitors. The local charm, off-the-beaten-path status and of course the beaches have blessed us with robust and growing levels of tourism. Over the years, New Smyrna Beach has developed a reputation as an arts destination. The Hub on Canal didn't start that perception, but we certainly have played a significant role in its growth.

The Hub was founded to ensure that all members of the community, both residents and visitors, had a wide range of ways to experience the arts. That was unique when we opened our doors on March 1, 2012. By offering a large art gallery space, a wide range of classes and workshops, lectures, live music, outreach to the underserved and so many other activities we quickly became a destination on Canal Street, drawing many to our location. Those who came also patronized other businesses on the street, so we played, and continue to play, a significant role in the economic development of our downtown area. Sometime in the first half of 2025 we'll welcome the 500,000th guest to The Hub.

Not content to sit still and facing significant capacity constraints in our arts and cultural education offerings (particularly at our ceramics-focused Jane's Art Center), our project that's the subject of this grant application is specifically intended to boost arts-based tourism. The new classroom building will not just increase capacity for those we can serve but it's our intention to utilize the extra capacity to reach further beyond our immediate area to recruit not just more and more distinguished instructors but market to a wider geography as well. In time, we plan to become a regional arts education destination. That will mean arts-tourism, including overnight and multi-day stays in Volusia County.

Our efforts are likely to be reinforced by work being done by the heads of New Smyrna Beach's three arts not-for-profits (including The Hub on Canal) and several other community leaders. The ad hoc group is working towards the establishment of a city-designated Arts District that can be used to promote arts tourism. The location of our new arts and cultural education center will fall within this district.

The designation of an arts district was among many recommendations made by consultants to the New Smyrna Beach Visitor's Bureau retained to suggest actions that might boost tourism in SE Volusia County. Visitors Bureau Executive Director Debbie Miehl is a member of the ad hoc working group working on implementation. The Hub on Canal Executive Director Richard England chairs the working group and is the sole arts-related member of the Board of the SE Volusia Advertising Authority (the volunteer body that oversees the Visitor's Bureau).



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3. REDEVELOPMENT BY ENCOURAGING PEOPLE TO SPEND TIME IN DOWNTOWNS AND URBAN AREAS

The Hub is well versed in the power of our programming efforts to promote redevelopment of New Smyrna Beach's downtown. The large commercial space occupied by The Hub was empty from 2004 until The Hub opened in 2012. In the wake of the 2007-2009 recession many Main Streets around the country were struggling and Canal Street was no exception—many storefronts were empty and there was little or no activity after 5pm. Borrowing a good idea, the founders of The Hub made the decision to establish an arts center as a means to kickstart economic development.

The effort quickly bore fruit. Within months, more than 50 artists were displaying their work at The Hub. Live music became a regular feature of the Hub's programming, drawing the public to Canal Street in the evening. The roster of classes and workshops grew quickly. In 2013 nearly 25,000 people visited The Hub. In 2014 that tally was 40,000.

Canal Street healed. Today, few storefronts are empty, many restaurants draw an evening crowd and residential development has crept closer to Canal. The Hub works closely with the Canal Street Historic District (CSHD—a business owner's organization) to coordinate events that promote our downtown including The Hub's annual sidewalk chalk art festival, Chalk it Up!

It's noteworthy that The Hub's Executive Director, Richard England, is the 1st VP on the CSHD Board. This helps ensure that The Hub works cooperatively with other businesses on Canal Street, for the advancement of all.

Jane's Art Center, the property at 199 Downing Street where this project will be built, falls within the Canal Street Historic District and is less than one block off Canal Street. The expansion of educational activities planned will increase foot traffic to the area and inevitably support heightened economic activity on Canal Street. Specifically, we expect that the completion of this project and its resulting campus-like structure and expansion of hours of operation will create many new opportunities for support of local businesses.

18. If applying for an exceptional grant, describe how the project meets the requirements of an exceptional project. An exceptional project means a project of paramount and crucial countywide importance which provides for receipt of services by significantly large numbers of people in all areas of the county. For more information on exceptional projects see page 8 of the [ECHO Guidebook \(volusia.org\)](http://volusia.org/ECHO-Guidebook).

N/A

19. Describe the project and construction timeline:

We identified the need that this project addresses nearly 3 years ago. That's given us a lot of time to think about what we need to support our growth and mission objectives. The architect on the project is well known to us, having long leased space in our building and having assisted on



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various small projects in the past. The contractor on this project is the same one who built Jane's Art Center in 2018. Both the architect and the contractor have agreed to reduce their typical fees in order to assist us in getting this important project completed.

Because of the significant lead time for this project, and our familiarity with the principals, we understand what it will take to get the project completed. By the time we submit the ECHO grant application, we will have already begun the process of meeting with City of New Smyrna Beach officials. The building is not complicated, and we hope to be prepared to begin construction shortly after receiving the ECHO Committee's decision, and subject to any post-approval, pre-construction requirements.

We've been advised by our contractor to expect a 9-12 month duration of construction, implying a ribbon-cutting likely late in 1H26. This timeline is supported by the lack of complexity of the building, our experience with the contractor and his familiarity with the property at Jane's and our institutional experience managing construction projects.

20. Describe how the green infrastructure and sustainability standards will be used in the project [Green Building Standards | US EPA](#).

Our Florida environment and climate make consideration of energy conservation and design efficiency more important than in many other locations around the country. Each of the decisions regarding efficiency and conservation involves trade-offs, both cost and otherwise.

We have spent more than 12 months working with our architect to balance the various trade-offs, up front premiums vs. long-term savings and ranking what makes sense in a world of limited financial resources. We've been guided by decisions that prioritize the achievement of our operational objectives first, but at the same time doing everything we can to improve energy efficiency and conserve natural resources. We've also given consideration to hardening our project to the risks of climate change.

For this project our biggest opportunities to reach for the green building standards involves energy conservation. The building is concrete block construction with rigid foam insulation and drywall on interior surfaces. These are art classrooms and artists prefer natural light, but we've minimized glazing and north-facing windows predominate. All lighting will be LED with motion sensitive on/off switches. We plan non-heat air hand dryers for the restrooms. Ceiling fans will provide comfort at higher temperatures in the summer months.

Water conservation will be achieved by the use of dual flush toilets, motion-activated faucets for handwashing and a urinal in the men's room. On the property, we have access to reclaimed water for irrigation.



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21. How will the project conserve water and/or promote water efficiency?

Water usage is not a critical variable in the operation of our project, but we plan to do whatever we can to minimize water usage and conserve what Mother Nature delivers. We plan to utilize motion-activated faucets and low flow toilets in the restrooms. The men's room will have a urinal in addition to a toilet.

We can have a greater impact outdoors. Managing the demand side, our landscaping will utilize native plants only to make adaptation to local conditions as easy as possible. In New Smyrna Beach we have access to reclaimed water for irrigation, so that's a built-in plus. Additionally, we are managing stormwater in a way to maximize capture.

22. How will the project conserve energy and/or promote renewable energy?

Our design and construction decisions have, from the beginning, sought to minimize energy consumption. Our project is not inherently energy intensive, but we've nonetheless made design and construction decisions to cut consumption. Each classroom will utilize motion sensitive switches for LED lights and have ceiling fans to aid in cooling costs.

In a less obvious trade-off, we worked to balance natural light in the classrooms (preferred by artists) against both construction costs and energy consumption. Working with our architect and engineer we optimized north-facing windows and minimized south and west-facing ones. This both lowers construction costs and improves thermal efficiency.

23. If the project is a new facility, how will it meet the green building standards or certifications?

Meeting green building standards does not exist in isolation. Costs, or at least up-front costs, must weigh on these decisions. Since resources are far from unlimited, we've made decisions that favor energy and resource conservation where payback is obvious or short. We'll lean heavily into insulation, placement of windows, high SEER AC units, non-heat hand dryers in the restrooms and LED lights throughout the project.

24. Describe how the project will comply with the ADA accessibility requirements:

Our commitment to guests, students and staff with disabilities has always been an important consideration. Our 132 Canal Street facility (built 1910) has been remodeled over the years to maximize access. Jane's Art Center at 199 Downing Street (where the grant application facility will be located) was purpose-built with access in mind.

We're happy to report that both The Hub and Jane's received inspections and approvals from **Wheel the World**, a standards organization whose mission is to certify that tourist destinations are suitable for disabled travelers. We were honored to receive these designations.



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We will take that momentum and go further with the construction of the building in this project. All entrances will be wheelchair friendly. Floors on both levels will be polished concrete and hence accommodative for our friends in wheelchairs. The new building will, of course, have an elevator and all restrooms will be fully ADA compliant. Dual water fountains accommodate those in wheelchairs. All-important directional and identification signage will be both printed and feature Braille. Finally, transit between what will be the 4 buildings on the Jane's campus (3 existing plus the new subject classroom building) will be via cement walkways to facilitate easy movement.

25. If applicable, describe any additional phases:

N/A

PROJECT TEAM

26. List the name and address of the architect, engineer, design consultants and/or general contractor selected. Include the information for the persons signing the Certification of Information and Compliance Form:

Architect: Ian Ratliff; Ratliff Architecture + Urban Design; 611 Goodwin Ave. New Smyrna Beach, FL 32169

Structural Engineer: Charles Adams; CRA Structural Engineering; 414 Canal St., New Smyrna Beach, FL 32168

MEP Engineer: Farshad Antchiki; Ingenotech Consulting Engineers; 1023 Shadowmass Cir., Lake Mary, FL 32746

General Contractor: David Patrick; The Patrick Company; 2729 Needle Palm Dr., Edgewater, FL 32141

The Hub on Canal Executive Director: Richard England, 132 Canal St., New Smyrna Beach, FL 32168. England is responsible for signing the Certificate of Information and Compliance Form.

The Hub on Canal Board of Directors Treasurer: Susan Ellis, 132 Canal St., New Smyrna Beach, FL 32168.

The Hub on Canal Board of Directors President: Karen Miller, 132 Canal St. New Smyrna Beach, FL. Ms. Miller, as Board President will review and approve this application.



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27. List the person/persons who created the budget and describe their experience with this type of project:

The budget for this project was developed by David Patrick, General Contractor, the Patrick Company. David has been a general contractor in the Volusia/Flagler area for 17 years and on the west coast of the US for many years before that. He has extensive experience in building both high-end residential and commercial projects. Importantly, the Patrick Company was the general contractor for the original gallery and studio of Jane's Art Center. He also built the kiln building on the property, completed earlier this summer. Both projects were brought in at or below budget, and his experience with the existing buildings and the site give him a leg up in forecasting costs and avoiding surprises. In our prior experience with David Patrick, he also frequently suggested cost-saving options not specified by the architect.

28. If a complete list is not available, explain why (include when the project team will be selected):
N/A

PROJECT MANAGEMENT TEAM

29. List the name of staff dedicated to this project (include their responsibilities and the amount of time each will be spending on the project per week):

Richard England, Executive Director, monitoring and overseeing project, 40%

Karen Miller, President, 25%

Susan Ellis, Treasurer, 15%

Deborah Shafer, Grant Writer, grant compliance coordinator, 15%

PERFORMANCE MEASURES

30. Explain the project's goals and objectives:

Providing quality arts and cultural education has always been an important goal of The Hub on Canal's multi-disciplinary arts offering. While all our businesses have grown significantly, our experience, particularly since the integration of Jane's Art Center into our operations, leads us to the inevitable conclusion that the greatest opportunity to positively impact our community lies in expanding our educational offering. We see a significant opportunity ahead. With the completion of this project, we forecast that the center of gravity of The Hub's operations will shift to arts education.



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With general expansion as our intention, we expect to work to achieve the following objectives:

1. Satisfy the growing demand for arts and cultural education. We are presently unable to meet demand across much of our educational offering, especially in ceramics.
2. Expand our reach by providing arts programming for a wider audience of our county's citizens. At present, our capacity prevents us from reaching far for additional students.
3. Attract a wider cross section of instructors of greater renown, potentially from greater distances. This will build the reputation of The Hub and Jane's and make our facilities—and New Smyrna Beach—a destination for arts and cultural education.
4. Expand Open Studio time in ceramics. Presently, our capacity limits us to non-class time and within parameters that we can economically staff. With the completion of this project, we expect to have a studio space that will exclusively serve as Open Studio, meaning that with staffing we could conceivably offer 12 hours per day, 7 days per week. This would be a boon in attracting students with varied work schedules.
5. Create an Open Studio time for painters. The camaraderie among the students in ceramics Open Studio is amazing. We do not have the space to offer this option to painters. The completion of this project would make that possible.
6. Eliminate the need, and therefore cost, of off-site storage space. This project, for the first time in the history of The Hub or Jane's Art Center, will provide plenty of storage space.
7. Grow offerings within our Outreach programs. The great increment of education space not only accrues to the benefit of our paid classes and workshops but also allows us to grow a greater Outreach program. We will particularly be able to offer ceramics to an Outreach population.
8. Maintain the fiscal health and sustainability of the organization. The completion of this project will make a significant contribution to the fiscal health and sustainability of The Hub + Jane's, as the project comes online with modest incremental costs and significant revenues projected.
9. Continue to bolster the arts reputation of New Smyrna Beach.

31. Elaborate on how these goals and objectives will be measured for the length of the restrictive covenants:

This project is focused on education and Outreach so most monitored variables touch those programs and efforts. Since education and Outreach are central to our mission, measuring and managing our progress towards our objectives is a central function for the length of the restrictive covenants and beyond.

Linking back to the objectives above, we expect to monitor and measure our achievements along the following criteria:

1. Track both the number and breadth of our offerings, as well as their uptake by students.
2. Track the zip codes of enrolled students to confirm our expanded reach.
3. Track the number of accomplished instructors engaged from within and outside our area.



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4. Maintain statistics for the number of Open Studio ceramic students and the hours/days studio is utilized.
5. Maintain statistics for the number of Open Studio art students and the hours/days studio is utilized.
6. Elimination of off-site storage space.
7. Track the number of both Kids programs and Outreach programs offered, particularly in ceramics, the number of attendees, and scholarships awarded.
8. Track the increase in revenue generated from additional programs offered and facility rentals.
9. Participation in Canal Street Historical District events including First Saturdays.

BUDGET INFORMATION

32. A complete project budget must be submitted in the format provided by the county. Budget must be accurate and realistic (projects will be implemented within the budget set at the time of application).
33. The budget should be presented by each type of funding:
 - a. UC = Unencumbered Cash
 - b. LM = Land Match
 - c. IK = In-kind
 - d. PSC = Previously Spent Cash
34. The budget must include temporary and permanent ECHO signage (signs may not be funded with ECHO funding).



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BUDGET DETAIL CHART	UC +	LM +	IN-KIND +	PSC	= MATCH	ECHO	TOTAL
Construction Phase Expenditures <i>Add rows as needed</i>							
General Requirements:	138,940	150,000			288,940	280,000	568,940
Land Value							
Contractor Fees							
Professional Services:				31,200	31,200		31,200
Architect/Engineer Services							
Construction:	274,360				274,360	320,000	594,360
Masonry							
Foundation Materials/Labor							
Framing, Trusses, Windows/Labor							
Siding, Stucco, Roofing/Labor							
Plumbing, Electric, Sewar, Water							
HVAC, Insulation, Gutters							
Drywall, Interior/Exterior Painting							
Tile, Cabinets, Lights, Countertops							
Elevator, Utilities							
Landscaping, Deck, Fence, Patio							
Steps, Sidewalk							
Specialties							
Playground Equipment							
Picnic tables, grilles							
Signage:	5,500				5,500		5,500
ECHO Temp Sign							
ECHO Permanent Sign							
PROJECT TOTALS	418,800	150,000		31,200	600,000	600,000	1,200,000

Line items should be made to match your project (examples are Equipment, Metals, Finishes, Wood, and Plastic, Thermal, Plumbing). Budgeted match amounts should be placed in the corresponding description column (Unencumbered Cash, Land Match, In-kind Services/Items or Previously Spent Cash). Requests amounts should be compromised of all line items and entered in the detail category heading.



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MATCH DOCUMENTATION

35. All documentation for match must be included in the application as outlined in the ECHO Guidebook pages 9 - 12.

Please see attachments titled:

- 1. Unencumbered Cash Match Documentation**
- 2. Land Match Documentation**
- 3. Previously Spent Cash Documentation**

RESTRICTIVE COVENANTS

36. Do you agree to comply with the requirement to file a 20-year Restrictive Covenant with the Volusia County Clerk of Court if ECHO Grant is awarded?

☒ Yes ☐ No

△ If the project of the application is mortgaged or leased property, other than those applying for trails in the County Master Plan or projects on land not owned by the applicant, a letter from the Mortgagee or Lessor, stating that they agree to sign the Restrictive Covenants must be provided with the application.

△ Applicants with projects on State or Federal owned lands are automatically exempt from this requirement but are held to the same liquidated damages cited within the Restrictive Covenants through language found in the final ECHO agreement for which the grantee is held responsible.

OPERATING FORECAST DETAIL

37. Outline how the facility or project will operate once complete. The narration should include such items (as applicable) as staffing, maintenance requirements, increased programming, fees and memberships. Include a detailed maintenance and replacement plan for the 20-year compliance period:

This project represents an increase in our capacity to offer classes and workshops. The managerial and logistical infrastructure to support the additional classes and workshops largely already exists, so this project comes online with few incremental costs but substantial incremental revenues.

On the expense side of the ledger, we'll likely need to add additional hours for the ceramic's studio manager and ceramics educational director. We expect that the Hub's educational director (salaried) will be able to absorb the added scheduling requirements for non-ceramics classes and



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workshops. As we expand open studio time in the new facility we would anticipate increasing our use of unpaid interns in some studio coverage roles.

There will of course be increased costs for insurance, utilities and janitorial services. None of these costs will be significant. We expect to enter into maintenance agreements for big ticket items such as AC units and the elevator to prolong their operating lives and keep efficiency high. Beginning in 2025 we plan to start monthly set-asides for a capital equipment replacement fund. This should ease the burden of major system replacements over time, as well as significant upkeep costs such as painting. It's worth noting that exterior surfaces for this project both maintain design cohesion across the campus and minimize maintenance.

Our set asides will be calculated to assume replacement of the AC units and water heater at about 10 years, some upgrades and maintenance to the elevator and the anticipated cost of repainting the building's stucco surfaces, both within the 20-year compliance period. This building is the key asset supporting our most important line of business and crucial for our ability to expand Outreach. We are fully committed—the entire organization—to maintaining this building for the entire 20-year restrictive covenant period.

We of course need to execute but incremental revenues allowed by this project should far exceed incremental costs. With minimal extra fixed costs, the profitability, and thus sustainability, of this project is overwhelmingly driven by the classes and workshops that we can offer at the facility. Since tuition is split between the instructor and The Hub (after subtracting a lab fee covering our materials costs), our margin is fixed and positive. The breakeven volume level is low. We intend, and expect, to ramp to significant levels within 2-3 years of opening the facility.

Our mission, of course, includes offering arts access to the underserved to our local underserved populations. We anticipate that the profitability of this project will give us the latitude to “spend back” some of those returns on additional Outreach, thus expanding our execution against that mission.

38. Submit a business plan, feasibility study and marketing plan. These plans must be specific to Volusia County and the proposed project:

Business Plan:

The construction of The Hub on Canal Arts & Education Center will allow The Hub to continue to harness the power of the arts to build and support our diverse community by expanding our capacity to meet current and future demand for arts education.

We wholeheartedly believe that the arts benefit all whom they touch. This project will allow us to substantially expand the number of Volusia County residents and visitors that we serve. That includes both children and adults across populations that pay for arts education as well as various Outreach groups.



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We start today from a place of capacity constraint but expect to achieve our growth over the first few years after the project's completion by concentrating on the following objectives:

1. Offer a larger number of introductory classes to attract new students (both ceramics and 2-D classes)
2. Expand our offering of more advanced classes to accommodate experienced students
3. Offer classes that take advantage of our wide range of ceramics firing technologies (electric, raku, reduction and soda)
4. Attract instructors with reputations that will bring new students to our facility
5. Significantly expand Open Studio hours in the ceramics operation, allowing more potential students to develop their skills while working independently
6. Establish Open Studio hours for painters. Since open studio hours for painters are rarely offered, we expect to differentiate ourselves from the competition
7. Offer a more expansive set of homeschool and other children's classes
8. Create a menu of art-centric party offerings

This project is a major step forward for us. While expanding the breadth, depth and quality of our classes and workshops is the primary objective of this project, we expect a whole series of other benefits to the organization, including:

1. Significantly enhanced financial stability, as this project is substantially cash flow positive
2. An expected growth of 5%-10% per year in membership counts and revenues
3. Growth in ex-Capital Campaign donations from individual and corporate support of 10% per year
4. A 25% growth per year in facilities rental income, for at least the first few years post project completion
5. An upgraded space for offering lectures and other programming utilizing enhanced technology without disruption of general operations

The marketing plan that we've developed will help us achieve these objectives. The broader promotion of a newly designated arts district by others will lend support to our efforts.

Feasibility Plan:

The Hub on Canal is the newest of the not-for-profit arts organizations in New Smyrna Beach. Knowing the value of the arts to members of the community, our mission has always been to create a wide range of opportunities for our residents and visitors to experience the arts, keeping access easy and inexpensive.

A few years after we opened, with success demonstrated and our reputation for community engagement established, the Board took the initial steps to move from a small, largely volunteer organization with a modest footprint to something more professional and ambitious. To grow our impact, we had to grow the organization.



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Staff were added. Programming proliferated. We served a much wider audience of Volusia County residents and our importance to Canal Street and the city of New Smyrna Beach grew. We believe our presence and leadership has very positively impacted Canal Streets economic development.

Our investments and efforts to grow have been rewarded. Each of our lines of business, including art sales, classes and workshops and attendance at musical performances grew steadily. The community embraces what we are doing as evidenced by our programming attendance statistics.

Throughout our existence, our consistent and expanding arts programming has delivered cultural enrichment to the citizens of the county. Our growth bias leads us to seek to do more.

We haven't stopped innovating and in 2022 after careful consideration The Hub Board concluded that our classes and workshops business had the greatest potential for meaningful growth. The Board further realized that there was no way to do this within our existing footprint and the search for another site yielded only projects that would require property acquisition plus remodeling and/or construction, and a likely total price tag of \$2.5m-\$3.0m. That didn't seem feasible.

Conversations about combining the operations of Jane's and The Hub began in mid-2022. The fit was like pieces of a puzzle. Jane's focused very heavily on ceramics, among the very few art forms that The Hub was unable to teach. Jane's property had buildable space. Finally, the studio at Jane's was operating at 100% of capacity, and there was demand that Jane's couldn't satisfy. The conversations and negotiations resulted in 100% of the assets of Jane's Art Center being donated to The Hub on Canal on March 30, 2023.

This donation secures The Hub's future financial security for all time. We now own two parcels of prime downtown real estate. Our balance sheet is strong. Separately, thanks to the generosity of two of The Hub's Board members, we also established a modest endowment in late September 2024.

Our plans for a new classroom building were well developed as of the time of the Jane's donation. Thus, we have had detailed plans to share with stakeholders for nearly 18 months.

The case for this project is straightforward. Demand for ceramics classes and open studio exceeds our capacity to provide the space. Further, we expect that a modest incremental investment to expand demand will allow us to substantially expand the number of Volusia County residents that we serve, as well as reach beyond the county to attract others. The studio at Jane's is already among the very best ceramics studios in the county. With more space, more open studio availability, more instructors and new kiln technology (already constructed), we will be the clear leader.



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From the Hub's perspective, this project will allow us to offer more and more varied art classes as well as add lectures and other cultural options. Across both current operations, this project will allow us to provide greater access to our Outreach programs. We are particularly excited to make ceramics available as an Outreach activity.

There is no more tangible evidence of the project's feasibility and probable success than having current demand for what we do exceeds our current supply. And that's before we offer and promote new classes, new instructors, new open studio options and create new Outreach programming. This project clearly represents new opportunities for Volusia County residents.

Internally, the project is well understood and supported by our artists, volunteers, staff and instructors. Our plans have been shared with dozens of local business leaders who are impressed and supportive, including the largest owner of commercial real estate on Canal Street. Our project has the endorsement of the SE Volusia Chamber of Commerce and the SE Volusia Advertising Authority. The SEVAA sees our project as very much supportive of their efforts to promote New Smyrna Beach as an arts community.

Lastly, the proposal has been detailed to the Mayor, City Manager (both recently retired and new) and each of New Smyrna Beach's four City Commissioners. Each is supportive as our specific plans are underpinned by reasonable assumptions and our reputation and past contributions to the community earn us the benefit of the doubt. Our success accrues to the benefit of the city of New Smyrna Beach's reputation as an arts town as well.

Our project will be purpose-built for arts and cultural education. Since that business is well on its way to being our most important segment, we expect the project to thrive decades into the future.

The Hub is well positioned to maintain this project well beyond the ECHO 20-year compliance period. Our financial position has strengthened as we have grown and the combination with Jane's was a gamechanger. Our recent establishment of an endowment further demonstrates our ability to sustain the project well into the future. Most importantly, the nature of the project and its sole purpose means likely modest incremental costs and strong potential for significant incremental revenues.

Marketing Plan:

By integrating our studio, gallery and education departments, we strive to provide unique opportunities for growing artists, students and experienced professionals to share their artistic journey. Our plan is to continue providing the highest standards in our classes, workshops, and gallery events, while keeping at our core the love that initially gave birth to Jane's Art Center. Our accomplished staff and distinguished visiting artists/ceramicists are what truly sets us apart from any other arts education facility in the county.



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Who We Serve:

We classify our target audiences as: **Kids** looking for creative summer/spring break/winter break camps as well as those enrolled in local schools could experience clay creative activities through free Outreach field trips; **Working People** with limited time to pursue hobbies looking for weekend/evening workshops; **Area Seniors** who have time to devote to multi-week classes but may be cost conscious; **Area Ceramicists** looking for state-of-the-art facility with flexible operating hours for “Open Studio” time. **Seasonal Residents** with arts interests who bring resources to Volusia County.

Competition Within Volusia County:

The Hub on Canal and Jane’s Art Center consider the following organizations to be our competition for 2D/3D classes: Daytona State College Studio Arts – Daytona Beach, Artists Workshop -- New Smyrna Beach, Galerie Elan – Daytona Beach, Gateway Center for the Arts – DeBary. Our 2D competitors are: Bob Ross Art Workshop – New Smyrna Beach, Art Haus – Port Orange, and Art League of Daytona Beach.

Marketing Mix:

We monitor feedback from our target audiences to ensure our events, classes and workshops still meet their needs and adjust if necessary. We also monitor the price of similar class/workshops offered by other arts organizations in the area to ensure we remain competitive. Additionally, we canvass attendees to ensure that the timing of our events/classes/workshops fit their schedules as much as possible.

We limit paid advertising to major events and visiting artists classes and exhibits to maximize the impact of our small paid advertising budget.

In the spring of 2022, we added urban-flavored murals and new awnings to the facade of the Hub to attract the attention of a younger audience and better reflect the Hub's creative energy and this endeavor has in fact produced positive results.

We rely heavily on in-house promotion, social media and email marketing as follows:

Marketing Channels:

To attract the more than **40,000** visitors and members who enter our facility each year, The Hub relies primarily on:

- **Public Relations:** The Hub works closely with the New Smyrna Beach Area Visitors Bureau, Canal Street Historic District, City of New Smyrna Beach, and Volusia County to take advantage of public relations/advertising opportunities outside of Volusia County and the state of Florida to reach new markets and demographics.

The Hub collaborates with Atlantic Center for the Arts, the Artists Workshop, and the City of New Smyrna Beach to promote the arts in Southeast Volusia County. We participate in joint marketing of the local arts district and together produced our art district map.



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The Hub also collaborates with the City of New Smyrna Beach and Canal Street Historic District (CSHD) to advertise First Saturdays, Downtown Music Festival, and Canal Street Nights.

We engage with the art departments of local colleges within the county by offering exhibition opportunities to their students.

The Hub works with the Veterans Administration and VFW Post in Port Orange to promote our free Guitars4Vets program.

Hub special events are submitted for posting to the newsletter compiled and circulated to all arts organizations throughout the state of Florida by the Florida Cultural Alliance.

- **Press Releases:** 14 press releases are published and circulated to 9 media outlets annually. Media outlets include Hometown News - Volusia, Daytona News-Journal, East Coast Current, Volusia County Cultural Affairs, Volusia County Cultural Alliance, Visit NSB Florida (visitors center), Gage Publications, NSB Moms, and Volusia County Moms. Additionally, Hub staff participate in interviews with WSBB radio station in New Smyrna.
- **Content Marketing:** Our weekly program calendar e-blast and monthly e-newsletter highlight past and future events; comments from the Director of Operations; artist's corner; outreach corner; and classes and workshops. The e-newsletter currently has over 4,500 subscribers with an **open rate of 48.57%**, far above the national average for art-related entities. Its **click through rate** to the website for event and class information is **12.9%** (national average is 7.63%).
- Our monthly program flyers that provide details about events, and classes are placed in lobbies of The Hub and Jane's, uploaded to our website, and distributed to the area visitor's bureau, the Southeast Volusia Chamber of Commerce, and local bed and breakfasts/hotels.
- Our **class offerings** are submitted to Hometown News for inclusion in their activities section. Our monthly **Exhibition Openings** are submitted to Canal Street Historic District for inclusion in monthly CSHD e-blasts.
- **Email Campaigns:** Our monthly email campaigns promote classes/workshops and exhibitions; engage with members and the community at large; and promote special programs and visiting artists/ceramists weeks prior to events.
- **Social Media advertising: Facebook/Instagram:** The Hub continues its efforts to attract a younger and more diverse demographic by using a streamlined look for marketing materials and social media. In 2024 we created a "Social Media Specialist" position that ensures a vibrant presence on Facebook, Instagram, and YouTube, taking advantage of social media advertising opportunities wherever possible.

We average **800** Facebook and Instagram postings annually consisting of: weekly announcements for classes/workshops/performances; live First Saturday events and music



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performance video reels; “Happening Now” event clips; photos of Outreach programs; and clickable links to program registrations.

- **Website:** Our marketing materials are designed to drive visitors to our websites (both the Hub’s and Jane’s) for additional content, class enrollments and contact information. The sites are intuitive, and eye catching with ease of access and are continuously updated to promote branding and increase clicks and awareness. Updates include press releases as they are produced, the current month’s flyer, and calendar of events. Additionally, our site focuses on highlighting art, gallery images, and photography to provide a visual picture of the wide range of experiences that visitors can have when they visit The Hub on Canal. The website conforms to ADA standards.

Paid advertising: To a small extent, The Hub advertises in local newspapers such as The Hometown News and the Daytona Beach News-Journal

Budget: Limited advertising dollars are spent only on special events and visiting renowned artists exhibitions and classes that command higher admission prices and who’s program costs are covered by member sponsorships. When added to our printing costs of marketing pieces, the annual budget is approximately \$45,000 - \$50,000.

Marketing Plan Oversight: Oversight is the responsibility of the Director of Operations who will coordinate deadlines with email provider and web administrator for monthly postings. The director also establishes deadlines for social marketing postings and frequencies with the directors of major events, gallery operations, and education and outreach.

Monitoring and Evaluation: Registrations for paid events including music programs and classes/workshops, are placed through our website and easily traced through the links provided on email blasts, social media postings and QR codes placed on print promotional pieces. Email effectiveness is tracked via “open” and “click through” rates compiled by email platform. Social media effectiveness is tracked by number of “likes” and “shares” for each posting.

The marketing plan is reviewed regularly to determine if new strategies may be employed, including suggestions from our patrons and membership.

Additional Marketing Focus for The Hub’s Arts and Cultural Education Center:

Once our new facility is completed, the Hub will host an open house with a free concert in the garden for the public to increase community awareness. The Hub will also host a Chamber of Commerce” Business After Hours” program to showcase the facility to the business community highlighting the communal space as a rental venue.



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FISCAL STABILITY

39. BUSINESS INFORMATION (not all line items will apply to all applicants)

Operational funding for this organization	Prior Completed Year 2023	Current Year 2024	Projected Year 2025	Next Projected Year 2026
Admission Fees	36,701	58,000	63,000	65,000
Membership Fees	23,908	29,000	37,000	38,000
Tuition Fees	162,541	190,000	195,000	290,000
Fundraising	35,408	58,000	69,300	76,000
Interest Income	63	150	150	150
Capital Campaign	374,354	185,000	175,000	75,000
Private Support	164,856	320,000	145,000	135,000
Foundation Support	10,500	15,500	18,000	25,000
Corporate Support	0	5,000	7,500	10,000
County Cultural Grant	39,553	42,000	42,000	50,000
State Culture Builds Florida Grant	73,390	25,300	35,000	70,000
Other Income	188,415	220,000	235,000	265,000
TOTALS	1,109,689	1,147,950	1,021,950	1,099,150
Payroll	369,343	445,000	455,000	470,000
Outside Artistic Fees/Services	85,463	106,000	120,000	135,000
Outside Other Fees/Services	63,981	69,000	75,000	77,500
Education Outreach Programs	70,000	70,000	73,000	81,000
Mortgage Expense	51,303	51,338	51,338	51,338
Marketing & Advertising	57,413	50,000	49,000	53,000
Remaining Operating Expense	114,766	147,550	135,200	130,000
TOTAL	812,269	938,888	958,538	997,383
Non-Profit	0	0	0	0
Endowment	0	0	0	0
TOTALS	0	0	0	0
Number of Full-time Employees	6	7	7	7
Number of Part-time Employees	10	10	11	12
Volunteer Hours	7,027	7,168	7,311	7,896
Value of Volunteer Hours (@ \$30.00 /hr.)	210,810	215,026	219,327	236,873
TOTALS	210,810	215,026	219,327	236,873

40. Has this organization defaulted on any grant in the past five years?

☐ Yes ☒ No

If yes, please explain:

N/A



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FINANCIAL AUDIT/REVIEW/AGREED UPON PROCEDURES

41. County of Volusia and Local Municipalities must provide a link to their Financial Statement under GASB 34.

N/A

The link should include the following documents:

- a. A Management Letter from the last fiscal year Independent Auditor's Report on the Basic Financial Statement.
 - b. A Response Letter from the last fiscal year Independent Auditor's Report on the Basic Financial Statement.
 - c. An Opinion Letter from the last fiscal year Independent Auditor's Report on the Basic Financial Statement.
42. Not-for-Profit Organizations: the required financial information is determined by the operating revenue or expenses/expenditures annual average of the three fiscal years prior to the application deadline, as outlined in the ECHO Guidebook.

For the purposes of this application, The Hub on Canal is required to submit a Certified Financial Audit, Management Letter and Response Letter.

Please see attachment titled: Financial Audit 2023 Management Letter Response Letter

For the Hub's most recent Month-End Statements, please see attachment titled: 9-30-24 Balance Sheet

- a. Additional supporting documents for Not-for-Profit organizations:
 - i. IRS letter granting Not-for-Profit 501(c)(3) status in Florida.
Please see attachment titled: IRS 501-3 certification letter
 - ii. The most recent Uniform Business Report (Annual Report) filed with the State of Florida, Division of Corporations.
Please see attachment titled: 2024 Florida Corporation Annual Report
 - iii. Unrestrictive ownership or undisturbed use of facility documentation (unless the project is an acquisition).
Please see attachment titled: Warranty Deed for Jane's Art Center
 - iv. Letter of intent to sell from the owner for Acquisition Projects.

N/A



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DRAWINGS

43. Drawings are required from ALL applicants (documents must be legible and to scale with legends):

- a. Current drawings and/or excavation plans for the facility.
- b. Site survey with existing structures and site plans with structures.

Please see attachments list found under Question 49-part b

44. Vacant land acquisition projects shall include:

- a. Conceptual drawings of improvements to the property, which are to be completed within two years of acquisition.
- b. Proposed structures must include elevations, floor plans and design elements such as landscaping.

45. Street Locator Map (indicate the physical location of the project within the local areas; include road names and "North" for directional reference).

Please see attachment titled: Street Locator Map showing Jane's

46. Site Plan should show the building footprint, travel ways, parking, landscaping, etc. This section should include:

- a. Site Survey
- b. Trees and topography
- c. Civil drawing
- d. Water retention drainage and circulation

Please see attachments list found under Question 49-part b

47. Preliminary and Schematic Drawings. Drawings should show:

- a. A general model of floor/site plans, showing the location of project elements.
- b. Florida-friendly landscape plan (The Florida Friendly Landscaping guide can be found at [Publications - Florida-Friendly Landscaping™ Program - University of Florida, Institute of Food and Agricultural Sciences - UF/IFAS \(ufl.edu\)](http://Publications - Florida-Friendly Landscaping™ Program - University of Florida, Institute of Food and Agricultural Sciences - UF/IFAS (ufl.edu))).

Please see attachments list found under Question 49-part b

48. Design and Development Documents. Documents should show more detail including:

- a. Selection of materials and engineering systems involved
- b. Detailed cost estimate
- c. Environmentally sustainable materials

Please see attachments list found under Question 49-part b



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49. Construction Documents should include written and graphic instructions. These documents should be focused on specifications for the project (building systems, floor plans, elevations, etc.) and should include site utilities and ADA information.

- a. Outdoor, trails, parks, sports facilities and playgrounds require a bid set of plans, which are ready to be used for the procurement process.
- b. New construction, facility remodel and historic projects require a set of A&E plans, which are ready to be used for the procurement process.

Please see attachments titled:

- 1. Architectural Drawings Including Landscaping and Storm Water Plan**
- 2. Combined Mechanical Set**
- 3. Combined Electrical Set**
- 4. Combined Plumbing Set**
- 5. Structural Set**
- 6. Detailed Cost Estimate**

- c. Historic projects need to demonstrate research and compliance with the Historic Preservation Standards and Guidelines.



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CERTIFICATION OF INFORMATION AND COMPLIANCE FORM

I/We certify that all of the information contained within this application and subsequent attachments is true and correct to the best of my/our knowledge and that the project for which the application is made shall be in compliance with the Americans with Disabilities Act of 1990, and that should a grant be awarded, the organization agrees to comply with the conditions of the grant award agreement including the Restrictive Covenants.

OFFICIAL WITH AUTHORITY TO CONTRACT FOR THE OWNER OF THE PROPERTY

Signature/Date:

Richard B England

10/31/24

Printed Name: Richard England, Executive Director

Phone #: 386-957-3924

OFFICIAL WITH AUTHORITY TO CONTRACT FOR THE APPLICANT

Signature/Date:

Richard B England

10/31/24

Printed Name: Richard England, Executive Director

Phone #: 386-957-3924

CHIEF FINANCIAL OFFICER FOR THE APPLICANT

Signature/Date:

Susan W. Ellis *10.30.2024*

Printed Name: Susan Ellis, Treasurer, Board of Directors

Phone #: 386-957-3924

NOT FOR PROFITS ONLY – PRESIDENT, BOARD OF DIRECTORS

Signature/Date:

Karen Miller

10/31/2024

Printed Name: Karen Miller

Phone #: 386-957-3924

Executive Board or Board of Directors reviewed and approved this application on (date):



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PROJECT/CONSTRUCTION TIMELINE CHART

Description	April - June 2025	July - Sept 2025	Oct - Dec 2025	Jan - March 2026	April - June 2026	July - Sept 2026	Oct - Dec 2026	Jan - March 2027	April - June 2027
Design completed November 1, 2024									
Construction:									
Excavation, temporary power, foundation, flatwork material exterior,	4/1/25								
Masonry	5/1/25								
Framing, trusses/sheating, windows	6/1/25								
Siding/stucco, roofing		7/1/25							
Plumbing rough-in, electric rough-in, septic/sewar, water hook-up		8/1/25							
Insulation, HVAC, gutters/downspouts, steps, patio, drive		9/1/25							
Drywall/tape/texture, interior paint exterior paint, doors/trim			10/1/25						
Tile, cabinets install, plumbing finish, electric finish,			11/1/25						
Finish hardware, lighting fixtures, clean-up			12/1/25						
Landscaping, deck/fence/patio, utilities, elevator, countertops				1/26- 3/26					



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Attachment Checklist: Please check your application before submitting

The following items/documentation **must** be included with your application, or your application **will not** be scored. All match sources must be secured, and proof thereof submitted by the application deadline.

APPLICANT

- ☒ ECHO Application, completed and signed
- ☒ Mission Statement for Organization
- ☒ Proof of ownership or copy of lease
- ☒ Restrictive Covenants or Statement agreeing to follow this requirement
- ☒ Project Budget Detail Chart
- ☒ Official Documentation of Match
- ☒ Business Plan
- ☒ Feasibility Study
- ☒ Marketing Plan
- ☒ Fiscal Stability Chart
- ☒ Financial Audit Documents (listed in the ECHO Guidebook page 15)
- ☒ Not-for-Profits only: IRS Status Letter classifying Organization as a 501(c)(3)
- ☒ Completed and signed Drawings
- ☒ Street Locator Map
- ☒ Site Plan
- ☒ Preliminary & Schematic Drawings
- ☒ Design & Development Documents
- ☒ Construction Documents
- ☒ Certification of Information and Compliance
- ☒ Project/Construction Timeline Chart
- ☒ Other
 - Programming Statistics for 2023
 - Land Match Documentation
 - Previously Spent Cash Documentation