

**The GAFF
Business Plan
2022 – 2024**



Incorporating the company's move to a new premises on Edward St. in Limerick City

It is recommended that this plan be read in conjunction with The GAFF Strategic Plan, Next Steps which sets out a vision for company in its move from Cecil St. to Edward St.

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1. Executive Summary

2. Background and structure

Through The Limerick Experiment, a theatre development and conference project in 2013, a number of artists from theatre, music, literature, dance and film came together to work collaboratively. Representatives from this group approached Limerick City and County Council to request access to the former Red Cross Hall for use as a rehearsal and development space for performing arts. In early 2014, the GAFF, then known as The HUB, was born. Limerick's designation as National City of Culture in 2014, presented theatre and performing arts in the region with an unprecedented opportunity to build on the legacies presented through that year's activity. The success of the numerous theatre productions, staged as part of the City of Culture programme, reinforced the theatre sector as one of Limerick's strongest cultural assets.

The Gaff is grateful to Limerick City and County Council in offering the company a building on a 35-year lease at a peppercorn rent to the company, for the purpose of enhancing performing arts resources in Limerick with a particular focus on community programmes. The Company also wishes to acknowledge the Council's Arts, Housing and Community Enhancement departments and The Arts Council, An Chomhairle Ealaíonn, for vital support for artistic programme and capacity development in recent years.

This document is designed to give assurance to our funders and stakeholders, from public and private realms around the viability of our project and should be read in conjunction with *Next Steps*, a vision document prepared by the company in 2021 which presents a context for the move to a new premises and an overview of the company's history in Limerick since 2014.

2.1 Company Structure

The GAFF is a Company Limited by Guarantee with a voluntary board of directors the current board comprises:

Mike Finn, Chairperson
Eugene Hayes, Company Secretary
Padhraic Hastings, Director
Liam McCarthy, Director
Karen O'Donnell-O'Connor, Director
Monica Spencer, Director

2.2 Board Structure

The voluntary board of directors meets at minimum four times a year and is very much a working board with a subcommittee structure in place to deliver different areas of work:

1. Finance Subcommittee
2. Artistic Programme Subcommittee
3. Capital Development Subcommittee

Working meetings of each subcommittee take place on a regular basis and reports on each area of activity are made at board level.

2.3 Financial Reporting to the Board

The finance subcommittee manages all payments which are made electronically. Payments under €300 can be issued with approval of the Hon Treasurer and administrator. All payments over €300 must be approved in advance by the finance subcommittee. All board members receive copies of income/expenditure on a quarterly basis and copies of monthly bank statements.

2.4 Staffing Structure

The GAFF's paid personnel comprise one CE position and a number of service providers recruited on the basis of contract for services. At the time of writing this plan, two project managers are retained on this basis.

Community Employment

One CE employee is employed as administrator and is supported by The Umbrella Project's Community Employment Scheme. The administrator works from Umbrella Project's offices at 78 O'Connell St., Limerick.

Contracts for services

Project managers are recruited on an ad hoc basis, based on funding received for specific areas of company activity. At the time of writing this plan, two project managers are retained to work on the development of Creative Communities Midwest and, separately, on the company's capital development programme.

2.5 Plan for future company structure

This business plan acknowledged the need for The GAFF to develop a robust staffing structure that is capable of managing and growing the company's activities in order to deliver quality services to community and arts stakeholders in the Limerick area. The structure below sets out the structure toward which the company is now aiming and is based on moving to a new building premises on Edward St. in early 2023.

- 2.5.1 Roles and responsibilities within Staffing Structure
- 2.5.2 Chief Executive: The CE reports to the Board on all areas of company activity including finance, facilities management, artistic programme and fundraising
- 2.5.3 Building and Facilities Manager: The function of this role covers all aspects of building management and maintenance. The Building and Facilities Manager directs a team to ensure that the building is maintained, heated, cleaned and upgraded in line with public health guidelines. This role is also key in liaising with service users ensuring appropriate insurance indemnities and codes of behaviour are in order in advance of admitting arts and community groups to the building.
- 2.5.4 Arts Development Manager: This role is a vital one which includes identifying funding opportunities for company activity, a role heretofore carried out by board members on a voluntary basis. As with past and ongoing delivery mechanisms, the Arts Development Manager will factor in project management costs when applying for project specific funding. Recruitment of personnel for arts projects and programmes will be carried out in close association with the CE with ultimate approval by the board.

The Arts Development Manager will oversee a team to assist with the daily administrative functions of the company including:

- Booking of rooms
- Coordinating workshop programmes
- Monitoring the library and reading room

2.5.5 Accounts Administrator: Reporting directly to the Accounts Administrator manages all income and expenditure on a daily basis. Monitoring of grants, deadlines and reporting to funding agencies is the primary function of this role. The Accounts Administrator works with the Chief Executive as part of the fundraising team in the administration of fundraising events for the company.

3.0 Social and Environmental Impact

3.1 Impact of Community based programme

Social impact measurement is central to all work carried out by The GAFF and remains high on the company's agenda as it embraces a new phase in its development covered by this Business Plan 2022 - 2024. Since its inception in 2014, the company has maintained a record of all workshops and performances delivered in community settings and with community groups. Full details of this activity are detailed in Appendix I, Data from GAFF Community Workshops 2014 – 2021.

3.2 Impact of physical resource

Measurement of the value and impact of The GAFF's support to the amateur, emerging and professional arts sector in Limerick is evident through consultation meetings with peer groups in the city and beyond. Many arts organisations and community bodies have written testimonials which were submitted to Limerick City and County Council as part of The GAFF's successful bid to secure a long-term lease on the property on Edward St. One of the conditions of LCCC's lease offer was an assurance by the company that the local arts sector was supportive of the move to Edward St. These letters of support can be made available to funders on request. The GAFF will continue its work in providing rehearsal and meeting spaces Limerick's important socio-cultural sector as its core *raison d'être*.

3.3 Measurement of Qualitative Impact

While the company has diligently collated data to establish social impact in a quantitative context, it strives to establish a more in-depth methodology of social impact measurement. In 2021, The GAFF joined Social Enterprise Limerick, a network initiated by the PAUL Partnership that is currently working to design a fit for purpose social impact measurement system for social enterprises in the region. The company welcomes this collective initiative which will serve ours and the wider community sector well in presenting findings around social impact going forward.

3.4 Environmental Impact

The environmental impact of the The GAFF is divided into two spheres:

Geographic Reach
and
Building Programme

3.5 Geographic Reach

In 2021, The GAFF received funding from The Arts Council/An Chomhairle Ealaíon, to develop Creative Communities Midwest (CCM). This new network has brought together artists and communities to develop initiatives in presenting, heretofore, unheard stories from communities in the region. CCM has allowed The GAFF to broaden its reach beyond Limerick City to parts of Limerick County as well as to parts of Limerick and Tipperary. The impact of the company now stretches to a wider geographic spread.

3.6 Building Programme

The Gaff has always been a building-based organisation, recognising from the outset, that the performing arts needs rehearsal and development spaces in order to survive and thrive. The company is now at design stage in the development of the former Limerick Clothing Factory on Edward St. The approach to the renovation of this landmark building is based on respecting environmental impact both in terms of design and energy use. Central to the policy and approach of the design team are the following criteria:

Design to have minimum change to external building features
Sustainable energy to be incorporated
Use of building to cohere with adjacent community services

4.0 Market Analysis

All sources of income for the company can be categorised within two main areas - markets for which are analysed below. The two areas are:

Earned Income
and
Income from Grants

Earned income for the company comes from renting rehearsal and meeting spaces in the building as well as from ticket sales and several fundraising initiatives.

4.1 Income from building hire

The GAFF, in its new company base, will target its services to a broad range of market segments. While the primary service users of the physical spaces will come from the arts sector, new service users, from community, education and corporate sources will also be targeted.

Within the arts sector, likely users of the large rehearsal space will include:

- Professional and amateur theatre companies
- Film makers
- Opera and musical producers
- Dance artists
- Festival Organisations

A detailed list of arts companies and individuals who have already used The GAFF on Cecil St., is listed in the company's *Next Steps* document. The new building includes one room that is entirely self-contained, and which may be let on a long-term basis to a suitable and compatible tenant.

Within the community sector, the following are likely service users for meeting rooms for training, workshops and other purposes:

- PAUL Partnership
- Youth Service Clubs
- Community and education bodies

The GAFF will also have opportunity to market its physical resources within the corporate sector for one off events like launches, small conferences as well as education and training.

4.2 Income from Grants

Grant income has been the main source of income for the company to date with funds coming from the following public and private sources:

- Limerick City and County Council Departments of:
 - Housing
 - Arts
 - Community Enhancement

- The Arts Council, An Chomairle Ealaíon
- JP McManus Benevolent Fund
- PAUL Partnership
- Community Foundation for Ireland

The company will continue to work with existing funding agencies, growing and developing its body of work, in line with national and local strategies in order to sustain grant income on a long-term basis.

4.3 Income from Ticket Sales, merchandising and fundraising

Income from ticket sales, merchandising and fundraising are all associated with community programmes. These sources of income have been interrupted between 2020 and 2021 due to COVID 19 restrictions.

5.0 Competition Analysis

The Gaff works in collaboration with rather than in competition with arts organisations. This section of the plan identified those collaborators whose work is similar to that of The GAFF.

5.1 Community Arts Programme Competitors

The GAFF is the only dedicated, community arts focused organisation in the Midwest. While other funded bodies dedicate significant resources to community programmes, The GAFF's unique selling point is that it prioritises work in and with community organisations with a particular focus on organisations working with marginalised communities. Notwithstanding its unique status as a community arts facing body, the company acknowledges some excellent work being carried out by collaborators in the Limerick region, namely:

- Irish Chamber Orchestra
- The Hunt Museum
- Dance Limerick
- Limerick Printmakers
- Limerick City Gallery of Art

5.2 Rehearsal and Meeting Room Hire Competitors

At the new company base on Edward, The GAFF will have unrivalled facilities to offer theatre and performing arts companies for rehearsal and set building purposes. Notably, the scale of the rehearsal area in the Edward St. building, matches the performing area for The Lime Tree Theatre stage, a factor which paves the way for theatre companies who wish to build a set for performances in Lime Tree. Once again, the company views its role as one of collaborator rather than competitor and acknowledges the following organisation who have rehearsal spaces, albeit not all as accessible as The GAFF on Edward St. but, nevertheless, as players in the market for room hire:

- Belltable Hub (upstairs facilities)
- The People's Museum (upstairs facilities)
- Northside Youth Space (accessible for meetings)

In each of the three competitors identified here, two spaces have accessibility issues and the third is a space owned by Limerick Youth Space owned by Limerick Youth Service. At present, Northside Youth Space is rarely used by community arts organisations, prioritising youth work programmes, but does present a degree of competition for meeting room hire. A point of note is that Northside Youth Space is at the opposite side of the city to The GAFF's new home and is two miles from the city centre while The GAFF will be half a mile from the heart of the city and a short stroll for the city's train and bus station.

6.0 Products and Services

The GAFF offers two main types of product and service:

Access to quality and affordable rehearsal and meeting spaces

And

Co-produced community arts programmes

6.1 Rehearsal Space and Meeting Room Hire

In its new home, The GAFF will have four spaces to offer for hire to service users identified in section 4 of this plan. The spaces available for hire are on the following dimensions:

Main rehearsal/set building space:	11 X 7.5M
Meeting Room/Rehearsal Room 1:	4.8 X 7.5
Meeting Room 2:	4.5 X 3M
Meeting Room 3 (Self-contained):	5.1 X 5.5

Each space offers potential service users opportunities to rent spaces at an hourly rate of €20 up to 5pm and €30 after 5. Longer term use may be negotiated, and rates are based on those being charged by our nearest competitor at Northside Youth Space.

6.2 Co-produced Community Arts Programmes

Since 2014, The GAFF has co-produced programmes with several partners including Garryowen Youth Service, Moyross Residents Forum, West End Youth Centre, St. Mary's Community Development Programme to name a few. Income generated from these programmes comes from a variety of sources and include the following:

- Ticket sales for theatre shows at Belltable Theatre, Hunt Museum, Respond! Moyross, Corpus Christi School, St. Johns Pavilion
- Programme and Merchandising Sales
- Grant income from Limerick City and County Council's Arts Office and Housing through Regeneration's Social Intervention Fund
- Grant Income from The Arts Council/An Chomairle Ealaíon
- Grant Income from private sources including the JP McManus Benevolent Fund
- Fundraising events associated with relevant production

Each of the above sources of income – earned and grant allocated, will continue to be part of The GAFF's income and expenditure for the foreseeable future.

7.0 Financial Plan

7.1 Introduction to Financial Plan

This financial plan is prepared as The GAFF takes on board a move from its temporary premises on Cecil St. in Limerick City to a new home in the former Tait Clothing Factory on Edward St. The new premises will allow the company to consolidate and expand on its current activities with the community, amateur and emerging arts sector in Limerick. The building will also offer new streams of income through rental of rehearsal spaces and meeting rooms as well as through income generating events held in-house.

The Gaff is grateful to Limerick City and County Council in offering the new building on a 35-year lease at a peppercorn rent to the company, for the purpose of enhancing performing arts resources in Limerick with a particular focus on community programmes. The Company also wishes to acknowledge the Council's Arts, Housing and Community Enhancement departments and The Arts Council, An Chomhairle Ealaíonn, for vital support for artistic programme and capacity development in recent years.

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This financial plan sets out costs for capital start up, artistic programme, overheads and promotional activity over the first three years of activity, 2022, 2023 and 2024. Some figures for year one are actual with those for years 2 and 3 being assumed based on The Gaff's past experiences and on the fundraising climate at local and national level.

7.2 Summary of capital/start-up costs

At the time of writing this financial plan, The Gaff has appointed a design team to take on board the work of preparing an outline cost plan for the refurbishment of the Edward St. building. Detailed costings and stage 1 design are expected to be completed in January 2022. The detailed costing will allow The Gaff make funding applications to public and private bodies for the refurbishment cost. For the purpose of this financial plan, a notional figure of €700,000 is projected for capital start-up costs. This figure considers all professional fees and taxes associated with the project. The company has secured the services of an excellent project manager who will work over the course of the building programme. A Figure of €60,000 over the three-year planning and build programme, is included for the project manager.

In the event of capital funds being secured over the course of 2022, this financial plan assumes a date for building to commence during October 2022. As the structure of the building, as it exists is in a reasonably sound condition and refurbishment is essentially an interior piece of work, weather should not be a deterring factor.

7.3 Summary of recurring/maintenance/operational costs

Financial projections included in this document include costs associated with the day-to-day business of the company. These costs include artistic programme, overheads and administration. Once the new building is in place, management and maintenance functions will absorb significant company resources as the demands of a fully operational, community resource. For the purpose of this business plan, these overheads are projected as coming into being in Q3 of year 2 as the building programme nears completion and a promotional campaign is launched to let all stakeholders know of the new facilities.

7.4 Cashflow Projections

7.4.1 Cash Flow Year One 2022

	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	Totals
Projected Income for The GAFF Year 1 2022													
Carried Fwd from 2021	40,800												40,800
Rental Income	0	0	0	0	0	0	0	0	0	0	0	0	0
Fundraising Income	100	100	1100	100	100	850	100	100	100	900	1100	100	4750
Local Grants Income	3000		1500			1000			3000				8500
Capital Fundraising Income					40,000			10,000		350,000	20,000		420000
Arts Council Income		17500				35,000						17500	70,000
Community Employment/Pobal CSP	1083	1083	1083	1083	1083	1083	1083	1083	1083	1083	1083	1083	12996
Total projected income for year 1 2022													557,046
Projected Expenditure for The Gaff in 2022													0
Capital Development Programme	20,000	0	15000	0	0	0	0	0	0	0	350,000	0	435,000
Overheads inc. Audit Insurance Legal	200	800	2000	0	0	0	0	0	2000	1500	1500	1500	8000
Artistic Programme	6,000	3000	5,000	10,000	10,000	4,000	4,000	4,000	0	6,000	8,000	10,000	78,000
Staffing Costs	16500	1500	1500	1500	1500	1500	1500	1500	1500	1500	1500	1500	33000
Total projected expenditure Year 2 - 2022													554000
CF to 2023													3,046

7.4.2 Cash Flow Year Two 2023

Projected Income for The GAFF Year 2 - 2023	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	Totals
Carried Forward from 2022	3,046												3,046
Rental Income	0	0	0	0	0	0	0	0	0	0	0	1584	3168
Fundraising Income	100	1100	850	300	100	100	100	100	200	900	1100	200	5150
Local Grants Income	2000		1000				5000		3250				11250
Capital Fundraising Income		40000			350,000		35,000		30000		20,000		475000
Arts Council Income	50,000					30,000						20000	100,000
Community Employment/Pobal CSP	5833	5833	5833	5833	5833	5833	5833	5833	5833	5833	5833	5833	70000
Total projected income Year 2 - 2022													667,614
Projected Expenditure for The Gaff in 2022													0
Capital Development Programme		40000	0	0	150,000	0	200000	0	0	0	0	85,000	475,000
Building running costs	0	0	0	0	0	0	0	0	0	0	1000	2,000	3,000
Overheads inc. Audit Insurance Legal	600	2000	0	0	0	0	0	0	0	1500	0	1000	5100
Artistic Programme	10,000	15000	5,000	10,000	10,000	5,000	5,000	0	15,000	10,000	15,000	0	100,000
Staffing Costs	6833	6833	6833	6833	6833	6833	6833	6833	6833	6833	6833	6833	81996
Total projected expenditure Year 2 - 2022													665096
CF to 2023													2,518

7.4.3 Cash Flow Year 3 2024

	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	Totals
Projected Income for The GAFF Year 3 2024													
Carried Forward from 2023	2,518												2,518
Rental Income	0	1980	1980	1980	1980	1980	1980	1980	0	1980	1,980	1980	19800
Fundraising Income	100	1100	850	300	200	200	200	200	200	200	900	1100	200
Local Grants Income	2500		1000		10000								13500
Capital Fundraising Income					20,000			250,000				35,000	305000
Arts Council Income	55,000					40,000							
Community Employment/Pobal CSP	5833	5833	5833	5833	5833	5833	5833	5833	5833	5833	5833	30000	125,000
												5837	70000
Total Projected Income Year 3 2024													541,368
Projected Expenditure for The Gaff in 2022													0
Capital Development Programme	0	0	0	100000	0	0	0	100000	105,000	0	0	0	305,000
Building running costs	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	2,000	18,500
Overheads Inc. Audit Insurance Legal	600	5000	3000	0	2000	0	0	0	2000	1500	1500	0	15600
Artistic Programme	10,000	15000	5,000	10,000	10,000	10,000	10,000	10,000	0	15,000	20,000	15,000	0
Staffing Costs	6833	6833	6833	6833	6833	6833	6833	6833	6833	6833	6833	6833	81996
Total Projected expenditure Year 3 2024													541,096
CF to 2025													277

7.5 Assumptions underpinning the financial projections

7.5.1 Potential fundraising income for year 1, 2, and 3 of operation 2022/3/4

The Gaff holds a sustained record in running fundraising events that have traditionally supported our overheads in the original company base on Cecil St. Past and future fundraising events include:

1. Table Quiz events
2. Market Stalls at Limerick Milk Market
3. Themed entertainment events at Dolans and other Limerick Venues
4. Monthly Lottery Event

1. Table Quiz events

Previous income from these events have averaged at €700. We now propose to run two annual table quiz events, one pre-Christmas and one at Midsummer. With increased marketing, we project each of these events to average €1,000 in income.

2. Market Stalls at Limerick

Previous income from market stall events have averaged €300. We propose to run one larger scale market stall to coincide with Halloween each year. Income will be generated from children's make-up and costume workshops. Projected income for this event is estimated at €800.

3. Themed entertainment events at Limerick City Centre venues

Based on previous events such as Music Bingo and 1920s nights held in Dolans and Vegas Cocktail events at The Blind Pig, projected income is estimated at €750 per event.

4. Monthly Lottery event

Subject to Garda licence and Charitable Status, we propose to introduce a monthly lottery draw on a moderate basis. Based on income from similar projects, we estimate income from this source to average € 150 in year 1, €200 in year 2 and €250 in year 3 – on a monthly basis.

Based on figures above fundraising income is estimated as follows for 2022, 2023 and 2024:

Year of Operation	Table Quiz Events X 2	Market Stall for Halloween	Entertainment Night	Lottery net of prizes	Total Amount In relevant year
Year 1 - 2022	2,000	800	750	1,200	4,750
Year 2 - 2023	2,000	800	750	1,600	5,150
Year 3 - 2024	2,000	800	750	2,000	5,550

7.5.2 Potential grants income based on previous grants received from Limerick City and County Council/ Arts Council for years 1, 2, and 3 of operation 2022/3/4

The Gaff has received yearly grants from Limerick City and County Council as well from the Arts Council. Grants received usually depend on projects applied and included the following grants in the past years:

5. Creative Ireland Made in Limerick
6. Grants under the Arts Act
7. Social Intervention Fund
8. LCCC Festivals and Events Grant Scheme
9. Arts Council Arts Participation Scheme

5. Creative Ireland Made in Limerick

Creative Ireland Made in Limerick is a smaller grant that The GAFF is applying yearly. Previous income from this grant averaged at €1500.

6. Grants under the Arts Act

Grants under The Arts Act is a small yearly grant from LCCC, averaging €1000 per year and will be used for workshops and smaller projects within Limerick's Communities.

7. Social Intervention Fund

Social Intervention Fund is a yearly grant from LCCC to support projects in the four regeneration areas Southill, Moyross, St. Mary's Park and Ballinacurra Weston. Previous grants received 2017 - 2020 have averaged €3,500. Grant received 2021 was €35,000. Based on current information SIF grant will be phased out in 2024.

8. LCCC Festivals and Events Grant Scheme

Festivals and Events Grant Scheme is a yearly grant The GAFF has applied since 2019, with an average grant received of €3,250 per year.

9. Arts Council Arts Participation Scheme

Since 2020, The GAFF has been able to secure funding from the Arts Council. A large grant for 2022 has been already approved over €70,000. Funding from this source is estimated to increase steadily in the following years.

Based on figures above grants income is estimated as follows for 2022, 2023 and 2024:

Year of Operation	Creative Ireland Made in Limerick	Grants under the Arts Act	Social Intervention Fund	LCCC Festivals and Events Grant Scheme	Arts Council Arts Participation Scheme
Year 1 - 2022	1,500	1000	3,000	3,000	70,000 (confirmed)
Year 2 - 2023	2,000	1000	5,000	3,250	100,000
Year 3 - 2024	2,500	1000	N/A	3,500	125,000

7.5.3 Potential rental income for The GAFF in Edward St. for year 1, 2, and 3 of operation 2022/3/4

The Gaff will have three large spaces to rent when it moves to its new premises on Edward St.:

1. Main rehearsal space/set construction space measuring 11m X 7.5m = 82.5msq
2. Rehearsal room measuring 5.4m X 5.1m = 27.5msq
3. Board room measuring 7.5m X 4.8m = 36msq

Rental of Rehearsal and Set Construction Space

This is a large space offering theatre and arts companies an opportunity to carry out all pre-production elements of their work in one large space. As a ground floor space with opening onto the street, companies can load materials from a truck or van just steps from space in which the pre-production space is to be carried out.

Companies may also invite colleagues to observe a sharing of a production before it goes onto one of the city’s main stages. Occasional public readings and launches may also be catered for. This space is a valuable resource to Limerick’s community and arts sectors who may wish to use any one of the spaces for theatre rehearsal, training, table readings, project development, set construction and other purposes. Proposed rental costs are based on similar facilities in other parts of Limerick.

Cost of rental of Main rehearsal space

Hourly Rate: €50 up to 5pm, €65 thereafter up to 10pm.

Daily Rate for maximum 8 hours: €300 up to 6pm with hourly rate thereafter up to 10pm.

Weekly rate for maximum 40 hours: €750 up to 6pm with hourly rate thereafter up to 10pm.

Cost of rental of Rehearsal Room or Board Room

The rehearsal room, also suitable for hire for business meetings, will be located on the first floor of the building.

Hourly Rate: €20 up to 5pm, €35 thereafter up to 10pm.

Daily Rate for maximum 8 hours: €125 up to 5pm with hourly rate thereafter up to 10pm.

Weekly rate for maximum 40 hours: €450 between 9am and 5pm with hourly rate thereafter up to 10pm.

Based on 48 weeks of potential rental, 100% occupancy at weekly rates, maximum rental income totals: €79,200.00. Projected income below is based on 0% for year 1 (2022), 4% for year 2 (2023) and 25% for year 3 (2024)

Year of Operation	Projected Rental Income
Year 1 - 2022	0
Year 2 - 2023	3,168
Year 3 - 2024	19,800

7.5.4 Potential capital development income year 1, 2, and 3 of operation

The GAFF is at a pivotal time in its business development. The company began its activities in 2014 with seed funding from Limerick City and County Council during Limerick 2014, National City of Culture. Since that time, the company has broadened its funding base to include philanthropic and national funding and has achieved grant aid of reasonable significance from The Arts Council, An Chomhairle Ealaíonn to deliver a community arts programme in 2022. Capital funding was also achieved in 2021 from Limerick Council’s Social Intervention Fund, which allowed the company to begin work on its capital development programme to take the project to Stage 1 design.

Current and recent funding bodies include:

1. Limerick City and County Council from the following departments:
 - a. Regeneration/Housing through its Social Intervention Fund
 - b. Limerick Arts Office
 - c. Community Enhancement Programme
2. The Arts Council through the following funding schemes
 - a. Capacity Building Support
 - b. Engaging with Architecture
 - c. Arts Grants 2022
3. JP McManus Benevolent Fund
4. Community Foundation for Ireland

Excellent relationships are maintained with each of the above key funding bodies. The company has also had dialogue with the Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media. Projections below are made based on a capital refurbishment cost of €1,200,000.

	Year 1 2022	Year 2 2023	Year 3 2024
Limerick City and County Council	40,000	75,000	-
Department of Tourism, Culture, Arts	10,000	30,000	250,000
Philanthropic Sources	350,000	350,000	35000
Corporate Sponsorship and donations	20,000	20,000	20,000
Total	420,000	475,000	305,000

7.5.5 Potential income for core costs year 1, 2, and 3 of operation

Building management and increased administrative functions are integral to the establishment of The GAFF in running its new home. Sourcing new avenues of funding to support the necessary additional staff is vital to the success of the project.

Community Employment

Since 2016, the company has been generously supported in its administrative functions by The Umbrella Project, an organisation that supports many of Limerick's arts organisations through its efficiently run Community Employment Scheme. Since 2016, The GAFF has been fortunate to have had the support of .5 Full Time Equivalent (FTE) working in an administrative capacity through the Umbrella Project and is now in discussion around extending this to 1 FTE from 2022, year 1 of this financial plan. The Umbrella Project also offers office space where the GAFF's administrator is based

Pobal Community Services Programme

The GAFF recognises the important role played by Pobal in supporting community and social enterprises in the arts and across the wider community sector and has approached Pobal about an application to its Community Service Programme (CSP). A successful application to Pobal for a CSP would be transformative. Pobal has indicated that a new funding programme will open late in 2022. As a building based organisation that offers a service to the community and to the public, generating income without making a profit, The GAFF fits the criteria for Pobal's scheme and includes 3 FTEs including a manager, in this plan.

	Year 1	Value	Year 2	Value	Year 3	Value
Community Employment	.5 FTE	13,000	1 FTE	26,000	1 FTE	13,000
Pobal CSP	-	-	2FTE	38,000	2FTE	38,000
Pobal CSP Manager	-	-	1FTE	32,000	1FTE	32,000