

# SUBMITTING A WINNING GRANT PROPOSAL

BY JON UMSTEAD – PLAN CANVAS FOUNDER AND SR CONSULTANT

[JON@PLANCANVAS.NET](mailto:JON@PLANCANVAS.NET)

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## THE SITUATION

In 2013 the Chakeres Twin Cinema in Urbana, Ohio closed its doors. It first opened in 1905 as a vaudeville theater, attracting several nationally known acts. A fire eventually caused significant damage and the theater closed for the first time in the early 1930s.

In 1941, it was reconstructed as a movie theater and community event center. Named after the new owner's daughter, the Gloria Theatre opened for business on Christmas day. Three decades later, it was purchased by the Chakers chain, who constructed a partition, creating 2 smaller movie houses.



In 2014, a local non-profit, Grandworks Foundation, was charged with refurbishing and re-opening the Gloria Theatre as a gift to the community, returning it to a single theater house while upgrading its infrastructure for digital movies and live stage events.

The project would be a multi-year, multi-phased, multi-million dollar effort that would be largely dependent on volunteers, donations, and grants.

Early on, a decision was made to open the theater as a work-in-progress so that the community could literally see the progression for themselves. This would hopefully encourage more people to become believers in the project, volunteering time and donating financially to the cause.

Because the theater is located in a rural community, access to interested donors is limited, making it an imperative that the theater operate at a net positive. More importantly, the foundation would have to seek as much grant money as possible in order to continue to make the capital improvements to the theater that would enable additional revenue potential.

### THEATER REVITALIZATION STAGES



Without it, the theater would once again close, negatively impacting the community economically and emotionally.

The foundation had already successfully applied for and received multiple grants, but one grant application in particular called for a detailed strategy and business plan as part of the proposal submission. The grant benefactor wanted to be certain that the grant money was not just going toward the restoration of a historical building, but that the theater was capable of being a self-sustaining entity.

### THE IMPACT

In this particular case, without a detailed plan, there would be no award of the much needed grant money to continue the improvements necessary to bring the structure up to current codes and enable additional revenue streams.

### THE RESOLUTION

Grandworks used the Plan Canvas software to develop a logical long term strategic plan along with a single year 2018 business plan (operating plan) to show how the grant would be utilized, and that the theater could minimally stand on its own from a financial operations perspective.

Subsequently, the grant was awarded in late 2017 and the Gloria Theatre began executing to the 2018 business plan.

At the time this case study was written (April 2018), the theater was on-path to exceed the 2018 targets set forth in the plans attached to the grant proposal submission.

